

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Friday February 2 1990

Country	Capital	Population	GDP (1988)	Exports (1988)
Austria	Vienna	8,000,000	100,000	10,000
Belgium	Brussels	10,000,000	150,000	15,000
Denmark	Copenhagen	5,000,000	100,000	10,000
France	Paris	60,000,000	1,500,000	150,000
Germany	Berlin	60,000,000	2,000,000	200,000
Greece	Athens	10,000,000	100,000	10,000
Italy	Rome	55,000,000	1,000,000	100,000
Japan	Tokyo	120,000,000	3,000,000	300,000
Netherlands	Amsterdam	15,000,000	200,000	20,000
Portugal	Lisbon	10,000,000	100,000	10,000
Spain	Madrid	40,000,000	100,000	10,000
Sweden	Stockholm	8,000,000	100,000	10,000
Switzerland	Bern	7,000,000	100,000	10,000
UK	London	55,000,000	1,000,000	100,000
USA	Washington	250,000,000	5,000,000	500,000

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AFRICA  
Twilight zone of  
sub-Saharan statistics  
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## World News

### Yugoslavia sends army into Kosovo as more die

The army was called out in a show of force in Yugoslavia's southern province of Kosovo as more people died in clashes between the security forces and ethnic Albanians.

#### Fighting eases

Fighting between General Miletic's soldiers and the Christian Phalangist militia of Dr Samir Geagea eased last night after reports that the two men had agreed to a ceasefire.

**Germans warn west**  
The US, Britain and France were given a solemn warning by leading West Germans to take seriously German aspirations to unity or risk sparking serious tensions with the western allies.

**Turks fear violence**  
Turkish fears of a return to the extremist violence that led to the 1980 military coup have been stoked by the murder of a Turkish lawyer in Ankara on Wednesday night.

**China poll move**  
China's Communist Party, reasserting its authority after suppressing pro-democracy demonstrations last year, said it would tighten control over coming local elections.

**Troops out talks**  
Hungary and the Soviet Union began talks on a timetable for the withdrawal of all Soviet troops from Hungarian territory.

**Naval cuts plan**  
Talks on cutting Soviet and US naval forces, particularly in the Asia-Pacific region, were proposed by Oleg Sokolov, the Soviet ambassador in the Philippines, who warned that a continued build-up at sea could cause strategic instability.

**Arms conversion**  
Bonn and weapons manufacturers are beginning to show interest in converting military products into civilian ones, in the light of the quickening pace of disarmament.

**Canada refugees up**  
The easing of travel restrictions in Europe has led to an increase in the numbers arriving by air at Gatwick, New Zealand, claiming refugee status in Canada.

**Pope's warning**  
Pope John Paul said the superpowers could not abandon their responsibility for solving regional conflicts, especially in Africa, because of turmoil in eastern Europe.

**China frees prisoner**  
One of China's most prominent political prisoners, Liu Qing, who was active in the democracy movement of the late 1970s, has been freed from jail after serving a 10-year sentence.

**Singapore unmoved**  
A Singapore court rejected an application by an alleged leader of an alleged Marxist anti-government plot for release from detention without trial.

**Quark inventor dies**  
Indian-born physicist Mirza Abdul Bari Beg, whose theoretical work helped establish the quark model used to describe the basic structure of matter, died at the age of 55.

**Availances in Alps**  
Avalanches in the French Alps have killed at least four people in recent days as skiers starved of snow for two months took chances on unstable snowfields.

## Business Summary

### Aritmos takes 49% holding in Puma of W Germany

PUMA, the troubled West German sporting goods concern, is changing hands again - less than a year after it was purchased by Coss Liebermann Holding, a Swiss-run trading company which operates out of Hong Kong.

Aritmos, Sweden's leading sports equipment company, said it had bought 49 per cent of Puma's voting shares from Coss Liebermann for SKr685m (\$55m), with an option for a complete takeover next year.

**RON BRIERLEY**, the New Zealand businessman, emerged as the potential buyer of GFG, the trouble-prone UK financial services group, with an offer valuing it at \$55m (\$30m).

**PINNACLE** West Capital, the embattled Arizona holding company, rescheduled \$650m of debt hours after MeraBank, its insolvent savings and loans subsidiary, was seized by federal regulators.

**ARIANESPACE**, the European spacecraft consortium, which launches more than half the world's commercial satellites, increased its capital by FF1.05bn (\$121m) in funding and diversification.

**NISSAN** Motor is considering exporting cars from its UK assembly plant to Japan, the first such move by a Japanese vehicle maker.

**CHUBB**, the US casualty and property insurance company, reported strong earnings for the year in spite of catastrophe losses after the Californian earthquake.

**BANK OF JAPAN's** governor Yasuhiro Mieno, stated his determination to curb the threat of a resurgence in land prices.

**MITSUBISHI** Corporation, the Japanese trading house, celebrated the approval of its proposed leveraged buy-out of Aristech Chemical of the US.

**ALAN BOND**, the Perth entrepreneur, has received a demand from National Australia Bank for immediate repayment of a \$650,000 facility from Bond Media.

**BANK OF MONTREAL** is suing Robert Campeau, head of the troubled Canadian Corporation, for defaulting on a \$21m personal loan.

**BRITISH ISLAND AIRWAYS**, the loss-making charter airline, has called in the receiver.

**HILTON HOTELS**, the big Beverly Hills-based hotel and gaming company, said it was putting off a decision on any of the takeover and restructuring proposals.

**INDUSTRIAL BANK** of Montreal, the small bank whose problems forced the French banking supervisory body to intervene in its operations on Monday, has applied to a court to suspend business.

**POLAND's** inflation grew much faster than predicted last month, with the result that real wages will be cut by an unprecedented 30 per cent in an attempt to stay within IMF targets.

**NIGEL LAWSON**, the UK's former chancellor of exchequer, is a non executive director of Barclays Bank PLC and Barclays PLC's holding company, and an advisor within the group.

**HACHEFFE**, the French publishing group, has put its newspaper distribution centre, in the heart of Paris, up for sale, in one of France's biggest real estate transactions.

**EXPORT CREDITS** Guarantee Department, the UK state export insurance body, posted an unprecedented \$441m (\$72m) trading loss in its last financial year, five times more than the previous year's shortfall.

## Kohl rejects Modrow plan of neutral united Germany

By Leslie Collitt in East Berlin

MR HELMUT KOHL, the West German Chancellor, last night rejected an East German proposal for a united but neutral Germany.

Mr Kohl was responding to a four-step plan outlined by Mr Hans Modrow, the East German Prime Minister, under which East and West Germany would "overcome" their division and unite in a militarily neutral state with Berlin as the capital.

The Chancellor said the plan contradicted the concept of pan-European unity that Mr Modrow claimed to support. "I strictly reject the concept of German neutrality," he said.

The starting proposal for "one united Fatherland" was presented by Mr Modrow a day after his talks in Moscow with Mr Mikhail Gorbachev, the Soviet leader.

Mr Modrow told a news conference in East Berlin that "the unification of the two German states is on the agenda."

East Germany's initiative places the western allies in a quandary by stipulating that a prerequisite for unification would be the "military neutrality" of Germany.

This was explicitly ruled out in the past by the allies who, under a 1954 treaty with the Soviet Union, retain a legal say in any unification of Germany.

Mr Modrow outlined four "possible" steps leading to a united Germany:

- The two German states should create an economic, currency and transport union and join their legal systems.
- A confederation should be established with joint institutions such as parliamentary commissions, regional assemblies and joint executive bodies.
- Sovereign rights of both states would be handed over to the authorities of the confederation.
- A "united German state" in the form of a German federation would be created through elections in both parts of the confederation.

A parliament would be convened to decide on a constitution and a "united government with its seat in Berlin."

Mr Modrow said the "interests and rights" of the four Second World War allies and all other European countries would have to be taken into account. Another precondition was the military neutrality of East and West Germany "on the way to federation."

As Mr Kohl's reaction indicates, this is certain to be the most controversial part of the plan. The western allies - the US, Britain and France - in a statement on Page 14.

Unification aspirations serious, bid to stem immigration, Page 2

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Unification aspirations serious, bid to stem immigration, Page 2



## Key Soviet unions threaten to strike over prices

By Mark Nicholson in Moscow

SOVIET workers in a range of crucial industries, including steel, chemicals and cement, are threatening to strike unless the Government immediately cancels recent price rises for diesel, electricity and transport.

This represents the most serious threat of industrial unrest since the coal miners' strike paralysed most of the mining industry last summer. It also indicates the depth of popular resentment at any hint of price rises in the heavily subsidised Soviet system.

The All Union Central Council of Trade Unions, the official Soviet labour organisation, wrote this week to the Council of Ministers, which decreed the price rises from January 1, warning of "social tension" and bankruptcies unless the resolution was annulled.

A special commission of the union formed this week to address the price issue was meeting last night to discuss setting up a strike committee immediately.

In its letter to the Government, the commission said that if the Council of Ministers did not act at once on prices, many enterprises "will be forced to close down."

The unions complain that forcing enterprises to bear the cost of the rises out of their own funds will lead to widespread bankruptcy, sharply reduced profits and corresponding wage cuts for the workers.

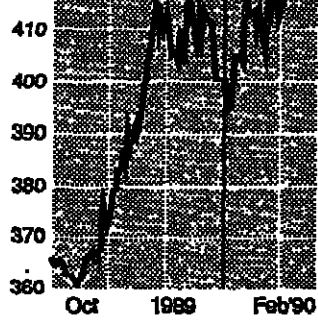
True, the union newspaper, reported yesterday that trade union councils had been besieged by delegations and deluged by letters opposing the price rises from workers in the timber, metal, chemical and cement industries.

True, it claimed that 42 of the country's 73 cement factories faced big losses or outright bankruptcy.

Rabochaya Tribuna, the Communist Party labour newspaper yesterday reported a Continued on Page 14

## Gold price

\$ per ounce in London



## US plan to sell IMF gold hits opposition

By Stephen Fidler in London

A US PLAN to sell International Monetary Fund gold to tackle growing repayment arrears to the IMF has hit strong opposition from western governments.

Differences over the plan are likely further to delay long-running negotiations on an expansion of the IMF's resources.

Western government officials said the plan was presented to the IMF executive board this week after previous discussions among the Group of Seven leading industrial nations. Opposition is led by West Germany and Italy, although it seems to be drawing cautious support from France.

Eleven debtor countries, including Peru, Vietnam and Nicaragua, have arrears totalling more than \$3.7bn. They face two main sanctions: they cease to be eligible for new IMF loans - which means that most foreign creditors will not lend to them - and, in extreme cases, they could be expelled.

The US plan involves setting up a pool of resources of up to \$2bn which would be financed in two ways. Up to 3m ounces of the 103m ounces of gold held by the IMF could be sold.

Up to 1975, when any country joined the IMF, gold had to be deposited with the fund. The US idea is that the gold put in by the countries in arrears - amounting to about 3m ounces - could be sold. The gold is valued at the IMF at about \$46 an ounce, compared with yesterday's open market price of \$416 an ounce.

The second part of the pool would be financed by borrowers paying slightly more to the IMF, and lenders receiving somewhat less.

The pool would offset some of the arrears and generate Continued on Page 14  
Commodities, Page 24

## Moscow welcomes Bush troop plan

By Quentin Peel in Moscow and Peter Riddell and Lionel Barber in Washington

THE Soviet Union yesterday welcomed the proposals by President George Bush to cut troop levels in central and eastern Europe, as a step towards "removing foreign troops from foreign soil."

The US plan, announced late on Wednesday, suggests a ceiling for US and Soviet forces in central Europe of 105,000 on each side, compared with the 275,000 level under the proposal being discussed in the Vienna conventional arms talks.

The Bush Administration decided to propose the deeper cuts because of rapid political changes in eastern Europe and the calls by these countries for an early withdrawal of Soviet troops. US officials also believe that Moscow's current political problems provide an opening for rapid progress on arms control.

Mr Gennady Gerasimov, the Soviet Foreign Ministry spokesman, told an official briefing that "The proposals merit careful examination."

However, he pointed out that the 195,000 figure proposed by the US did not include 30,000 troops that would be kept in Britain and other countries away from the central front region.

He criticised Mr Bush for his references to the failure of communism in eastern Europe: "His attempt to portray developments (in eastern Europe) as the triumph of US ideals over a defunct communist system invoked the strategy of the Cold War."

The Soviet spokesman confirmed that Mr Bush had briefed Mr Mikhail Gorbachev, the Soviet leader, on the contents of his State of the Union address, in a telephone call on Wednesday.

He said the US proposals would have to be tabled in the Vienna conventional arms negotiations, although there could be some delay while they were co-ordinated with the other Nato allies.

In Washington, Mr Dick Cheney, the US Defence Secretary, predicted that the Soviet Union would have withdrawn its troops from eastern Europe by the middle of the decade. However, he warned against any drastic changes in Nato strategy.

Mr Bush's proposals were well-received by both Republicans and Democrats in Congress.

US officials have constructed the package to take account of concern among European allies, notably Britain, about the dangers of too rapid a reduction.

The White House has stressed that the new ceilings reflect "the minimum level of

US forces needed in Europe to protect American interests and to sustain Nato's strategy of forward defence and flexible response.

Even if, as we expect, Soviet forces in this region are reduced even further, the US does not envisage the further reduction of its forces in Europe below this new level."

The proposals were generally welcomed throughout Europe.

In West Germany, where most of the US troops are deployed, Mr Hans-Dietrich Genscher, the Foreign Minister, said Mr Bush's proposal was "an important step forward."

In Brussels, Mr Manfred Wörner, secretary-general of Nato, said that the European allies offered their "broad support in principle."

Further reports, Page 3; Moscow calls for Asia-Pacific naval cuts, Page 4

## UK to underwrite consortium in building Eurofighter radar

By David White, Defence Correspondent, in London

THE BRITISH Government has agreed to underwrite a consortium led by Ferranti Defence Systems to the tune of DM200m (\$118m) to satisfy West German concern about financial risk in building the radar for the European Fighter Aircraft.

The agreement, which is part of a two-year deal ending a two-year deadlock between the two countries.

A communiqué after last month's meeting between Mr Tom King, UK Defence Secretary, and Mr Gerhard Stoltenberg, his West German counterpart, said "significant progress" was made on the radar dispute but gave no details.

Ferranti International announced afterwards that it was planning to sell its Edinburgh-based Defence Systems division, which includes its airborne radar operations, to the General Electric Company for \$210m (\$200m).

A ministerial announcement is expected in the next few days confirming agreement between the four EFA countries to fund development work by the Ferranti-led consortium, a contract expected to be worth more than \$300m. The radar is expected to bring more than 21m worth of work if the EFA goes into production.

The Ferranti unit's share of the work will be a third. Its partners in the consortium are Siemens of West Germany, Fiat of Italy and Intel of Spain.

The contract will formally be awarded by Eurofighter, the Munich-based industrial consortium developing the aircraft. But the radar has long been a political issue between the two governments. Bonn officials say the delay in resolving it has contributed to opposition in West Germany against the EFA project.

The British Government's long-standing refusal to provide a unilateral state-backed guarantee was the main obstacle in the way of obtaining Bonn's agreement. West Germany was supporting the alter-

native of an upgraded version of the Hughes APG-65, a US radar which the Daimler-Benz subsidiary Telefunken System Technik produces under licence.

Following the emergence last year of a financial crisis at Ferranti, which has alleged a \$215m fraud in connection with its takeover of International Signal and Control of the US, Bonn also sought UK government undertakings as to Ferranti's future.

Mr King was able to provide this undertaking in the knowledge of the planned purchase by GEC and at the same time gave in on the demand for a financial guarantee. However, Britain refused to provide a "blank cheque" to cover cost overruns, setting DM200m as the upper limit of its liability.

The UK Government is believed to have agreed to the concession after estimates that development of separate British and German radars would cost the UK twice as much as it is now guaranteeing.

Ferranti broke ban, Page 4

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## Indonesian villages bank on reforms to farm economy

Following the initiative on rural co-operatives by President Suharto (left) the governor of the Bank of Indonesia has unveiled new reforms for the village economy where more than half the nation's population live.

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## MARKETS

STERLING	DOLLAR	STOCK INDICES
New York lunchtime: \$1.68475	New York lunchtime: DM1.57825	FT-SE 100: 2,345.8 (+8.5)
London: \$1.6825 (1.6800)	FFr5.6895	FT Ordinary: 1,865.0 (+2.0)
DM2.8275 (2.8300)	Sfr1.4945	FT-A All-Share: 1,170.77 (+0.3%)
FFr9.8025 (9.8275)	Y144.975	New York lunchtime: DJ Ind. Av. 2,563.02 (+2.48)
£ Index 89.1 (89.0)	London: DM1.6200 (1.6270)	S&P Comp 329.17 (+0.09)
GOLD	DM1.7075 (1.7300)	Tokyo: Nikkei 37,206.42 (+17.47)
New York: Comex Apr \$423.3 (412.4)	Sfr1.4975 (1.5035)	LONDON MONEY
£ Index 89.1 (89.0)	Y144.85 (144.55)	3-month Interbank closing 15.4 (15.4)
USA: Gold (412.75)	£ Index 87.0 (87.0)	Life long gilt future: Mar 87 31 (87.5)
Y144.25 (142.75)	Tokyo close: 144.50	
N SEA OIL (Argus)	US Lunchtime Rates	
Brent 15-day Mar \$19.90 (19.825)	Fed Funds 8.3%	
Chief price changes yesterday: Page 15	3-mo Treasury Bill: yield: 8.004%	
	Long Bond: yield: 8.448%	

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## EUROPEAN NEWS

## Take German unity seriously, Allies warned

By David Marsh in West Berlin

THE US, Britain and France were yesterday given a solemn warning by leading West German politicians on unity or risk sparking serious resentment against the Western Allies.

The warning was given added urgency by yesterday's revelation in East Berlin that the Soviet Union is making military neutrality of the two German states a condition for German unity.

At a conference on the future of Germany, Professor Dieter Mahncke, deputy head of planning staff at the Bonn Defence Ministry, said reunification had to take place on the basis of solid support within the European Community and Nato.

Pointing out the tendency of Britain and France to mistrust West Germany's attachment to the West, he asked of the Allies: "What are they learnt from the past? They should not repeat the failures of the 1930s."

Mr Mahncke, who was speaking before the news from East Berlin broke, pointed to the danger that the people of East and West Germany might decide that unity was preferable to continued membership of Nato and the Warsaw Pact. "We have to avoid this choice coming about," he said.

In another comment underlining the pressures for unity building up before the East German elections on March 18, Mr Othfried Hennig, state secretary in the West German Ministry for Inner German Relations, also criticised the

Allies' stance on reunification. "Foreign governments cannot for 40 years support human rights, freedom and self-determination for Eastern Europe, and then, when the process starts, put their worries about it into the foreground," he said. "That is not consistent."

Mr Heinz Rühmann, the chairman of Lufthansa, told the conference - organised by the West German Springer newspaper group - that he was growing increasingly irritated about fears abroad of the economic might of a unified Germany.

"It is the same whether we are 60m or 70m (people)," he said. "The Bonn government's view as set out by Mr Hans-Dietrich Genscher, the foreign minister, on Wednesday, is that a reunified Germany should remain part of Nato but that the area taken up by East Germany could be demilitarised."

Mr Pierre Lellouche, a leading French foreign policy expert, said a "strategic vacuum" in the middle of Europe would encourage dangerous forces of nationalism across the continent.

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## E German plea for cash to help stem immigration

By Andrew Fisher in Dresden

EAST GERMANS will continue to leave for West Germany unless foreign capital flows in quickly enough to help revive the economy and improve living standards, according to Mr Wolfgang Bergthaler, the mayor of Dresden, who recently left the Communist party.

"If capital doesn't come to us, then our people will go to the capital," he said. East Germans have continued crossing into the West at the rate of up to 3,000 a day. The mayor was speaking at a dinner to mark the opening of offices by Dresden Bank, West Germany's second largest bank, in Dresden - where it was founded 118 years ago - and

other East German cities. Mr Wolfgang Röller, the bank's chief executive, said the transfer of Western capital, technology, and management and marketing know-how to East Germany was urgently necessary. "The quicker this transfer is made, the more successful will be the reshaping of the economy and the resulting improvements for the people."

Dresden's mayor, whom local businessmen and officials believe could play an important role in the newly volatile East German political scene, said the opening of an office by Dresden Bank in the city had a significance "way beyond" the merely regional.

## Brussels urges wider links with East bloc

By Lucy Kellaway in Brussels

FUTURE relations between the European Community and Eastern Europe should be broadened to include political, trade, financial and technical matters, but should not for the time being address the issue of EC membership, the European Commission said yesterday.

Its views on the evolution of relations with East Europe - which, although lacking in detail, constitute its clearest policy statement so far - will be presented to member states at Monday's foreign ministers' meeting.

The paper follows an impassioned speech to the European Parliament by Mr Jacques Delors, the Commission president, calling for "new forms of co-operation with Eastern Europe," and raising the question of East German membership of the EC.

The Commission will suggest five firm conditions for the granting of aid to East European countries.

These are a respect both for the law and for basic human rights, the establishment of a multi-party system, the holding of elections before the end of this year, and movement towards a market economy.

The type of association agreements envisaged with Eastern Europe would be similar to those being negotiated between the EC and the European Free Trade Association.

The areas covered would include the liberalisation of trade, technical assistance and financial support, joint projects for building Europe's infrastructure and a political dialogue of unspecified nature.

The relationship should involve considerable flexibility to be fine-tuned to suit the different needs of individual countries, the Commission said.

It also said there was a need for new types of aid for East Europe, which would include export credit and investment promotion. Necessary changes to the Community budget would also have to be made.

The Commission will receive reports for aid later this month from East Germany, Bulgaria, Czechoslovakia, Romania and Yugoslavia, containing a progress report of reforms on the five areas.

It said this would be taken into account in the granting of aid.

## Belgrade offers an olive branch to Kosovo

By Judy Dempsey in Belgrade

YUGOSLAVIA'S Prime Minister, Mr Ante Markovic, yesterday called for a "dialogue with forces in Kosovo on the condition that they agree to maintain the integrity of the country and the implementation of the economic and social reforms."

The Prime Minister announced measures to try to reduce the tension and restore stability to the region and the country as a whole.

Unrest continued yesterday in the southern province of Kosovo where the federal authorities say 19 people have been killed over the past 10 days in clashes between the ethnic Albanian majority and the police.

Mr Markovic's statement is the strongest to date by the federal Government, now the only united and respected institution in the country, that it is prepared to solve the Kosovo problem through political institutions and dialogue.

"Any activity outside the legal institutions of the system should be avoided," Mr Markovic said, adding that meetings, strikes and demonstrations in other parts of the country "do not contribute towards solving the problems."

This was a clear reference to recent nationalist demonstrations in Serbia in which thousands of Serbs vowed to march to Kosovo to protect the Serb and Montenegrin minorities against alleged intimidation by the ethnic Albanian majority.

Mr Markovic said that the Government would send the Federal Secretary of Information to the province "because the public is not fully informed of events in Kosovo."

Close aides said yesterday that any chance of a dialogue with the ethnic Albanians, the federal authorities and the Serb authorities required an end to the "bitter, racist and

provocative war of words between all the republics."

During a meeting earlier in the week of the State Presidency, whose members include the presidents of the republics and provinces, Mr Slobodan Milosevic, the ambitious and nationalist President of Serbia,

proposed sending in the army. Slovenia, Croatia, Macedonia and Bosnia-Herzegovina rejected this, while the pro-Milosevic leaderships in Vojvodina, Kosovo and Macedonia sided with Serbia. The split vote represented a second defeat within a fortnight for Mr Milosevic. Last month, the extraordinary party congress, for which he had personally campaigned, ended in disarray after the delegation from Slovenia walked out.

In addition, talks continue between the new independent political groups in Kosovo and Mr Janez Drnovsek, the President of Yugoslavia, a further indication that the state bodies are prepared to recognise the legitimacy of some of these recently-formed groups.

Yesterday, the Kosovo-based Committee for the Protection of Human Rights met. Mr Drnovsek in Belgrade. The committee is demanding free

elections, respect for human rights for all the ethnic groups in Kosovo and an end to emergency measures.

Serbia imposed a state of emergency in Kosovo last March following bitter clashes between the police and ethnic Albanians demanding a restoration of their autonomy. This had been removed after Mr Milosevic pushed through sweeping amendments to Serbia's constitution which gave the republic direct control over the province.

Opposition to a dialogue between moderate ethnic Albanian groups and the federal authorities remains fierce among sections of the Serb minority. Yesterday Jedinstvo, Kosovo's Serbian language daily, rejected any such dialogue. "This is obviously aimed at escaping responsibility for the bloodshed," the paper wrote.



25 miles 120 km



Azerbaijani children skateboard in front of an armoured column in Baku yesterday

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THE military commander of Baku, the Azerbaijani capital, yesterday predicted that thousands of troops who entered the city last month after ethnic pogroms and a collapse of Communist power could be withdrawn in two weeks, Reuters reports from Baku.

Li-General Vladimir Dubinsky told a news conference, attended by the first foreign reporters allowed into the Azerbaijani capital for almost a month, that there was little sign of continued organised resistance to the army.

Representatives of the radical Azerbaijan Popular Front were sceptical about his remarks and one said he

believed the soldiers would remain until elections could be held in the southern republic.

Quentin Peel adds from Moscow: Journalists in Azerbaijan said last night that the military commanders in Baku openly admitted that their intervention on January 19 was a response to a direct threat to Soviet power, and not to protect Armenians.

Meanwhile in the Soviet republic of Moldavia, bordering Romania, the authorities have imposed a six-month ban on any political action which might cause inter-ethnic strife.

There has been tension between the Moldavian and Russian-speaking people.

## Soviet troops could quit Baku 'in two weeks'

THE military commander of Baku, the Azerbaijani capital, yesterday predicted that thousands of troops who entered the city last month after ethnic pogroms and a collapse of Communist power could be withdrawn in two weeks, Reuters reports from Baku.

Li-General Vladimir Dubinsky told a news conference, attended by the first foreign reporters allowed into the Azerbaijani capital for almost a month, that there was little sign of continued organised resistance to the army.

Representatives of the radical Azerbaijan Popular Front were sceptical about his remarks and one said he

believed the soldiers would remain until elections could be held in the southern republic.

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## Poland's rate of inflation gathers pace

By Christopher Bobinski in Warsaw

INFLATION in Poland grew much faster than predicted last month, with the result that real wages will be cut by an unprecedented 30 per cent as the Government seeks to stay within the income targets approved by the International Monetary Fund.

At the same time the National Bank has eased Poland's basic interest rate by fixing it at 20 per cent, thus failing to match the expected inflation rate for the second month running.

The basic rate in January was set at 36 per cent after the Poles promised the IMF in a letter of intent signed last December that rates in the first

quarter would outstrip inflation over the period.

Preliminary figures for January show prices growing by some 70 per cent compared with the previous month. The Government had predicted a 45 per cent increase, which was to have been compensated for by no more than a 15 per cent rise in incomes.

Finance officials led by Mr Leszek Balcerowicz, the deputy premier, have, however, rejected pleas by the Labour Ministry for an easing of wage controls which would allow real wages to fall by no more than the 21 per cent originally envisaged.

The left-wing OPZZ unions are urging the Government to

limit the fall in real wages to no more than 25 per cent in January.

The Ministry of Finance is arguing against concessions on incomes, after having recently given way to demands by farmers for preferential interest rates on loans following the slump in sales of fertilisers and pesticides last month when chemical factories such as Pulawy and Polimex were forced to cut their output by half.

The European Community told Poland yesterday that it will donate wheat to help it through the winter but wants Warsaw to get its own food supplies flowing soon, Reuters adds from Brussels.

"We are ready to deliver

cereals at short notice, but Poland must modernise to support itself," an EC spokesman said after talks between EC trade commissioner Frans Andriessen and Polish minister Witold Trzaskowski, who is co-ordinating international aid for the country.

Poles are eating more bread this winter because meat prices have soared. The Polish delegation told the 12-nation community that breadmaking wheat was its most urgent food need.

The EC will send 300,000 tonnes of wheat in February and a further 300,000 tonnes later, the spokesman said. That is on top of 500,000 tonnes sent since September 1989.

## New chief appointed for Rai

By John Wyles in Rome

THE TOP management job in the Rai, the Italian public radio and television networks, and one of the hottest political seats in Italy has passed from an adherent of the Christian Democrat (DC) left to Mr Giovanni Pasquarè, a figure more representative of the party's current ruling majority.

A trained economist and former journalist who once edited the DC newspaper, Il Popolo, the 61-year-old director general is a classic example of the breed of political manager who has thrived in post-war Christian Democrat-dominated Italy.

He is no stranger to the Rai, having worked there for nine years until 1986. His last post being deputy-director general. This was followed by a complete change as managing director of the public company which runs Italy's autostrade network. His important contribution there is said to have been a number of initiatives - such as enlarging the number of picnic spots - to make them more "user friendly."

Despite having a lien on the director general's job, the DC has been forced over the past 15 years to open up the Rai to other political parties, to the extent that its president is a Socialist, Mr Enrico Manca, and two of its three news and current affairs departments are controlled by the Socialist and Communist parties.

The politicians have this week strengthened their grip by setting up a president's committee at the Rai, populated by representatives from all the political parties.

Mr Pasquarè's predecessor, Mr Biagio Agnes, took his farewell of the board yesterday lamenting the difficult circumstances in which the company has to operate, constrained as it is by a legal limit on its share of advertising revenues and licence fee income which has declined in real terms. Last year's operating loss is expected to be around L170bn (\$21m) while debts have now reached L800m.

Mr Agnes resigned after seven years before he was pushed following the DC left's loss of its majority in the party last February. He is tipped to head Stet, the public telecommunications holding company.

## Romanians play down power-sharing offer

THE all-powerful provisional National Salvation Front, Romania's leading body yesterday proposed the creation of a "mini-parliament" with veto power over the NSF ruling council until elections are held on May 20, AP reports from Bucharest.

But initial reaction to the proposal from the opposition was sceptical. "They're not going to share power with me," said Mr Mihail Balasescu, vice president of the newly formed Progressive Party. "No one in history wants to leave power. They just want to have discussions."

The 11-member council is the ruling arm of the NSF, which took power in the vacuum after the December revolution which toppled the dictatorship of Nicolae Ceausescu.

The proposal was made at a roundtable conference which the NSF said was aimed at giving the government a role in the opposition. The Front said the "mini-parliament" would be composed of three members from each of the 26 opposition parties but gave no time frame for its establishment. Also discussed during the six-hour meeting was the need for more technocrats in the NSF.

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## Lawyer's murder revives extremism fears in Turkey

By Jim Bodeger in Ankara

TURKISH FEARS of a return to the extremist violence that led to the 1980 military coup have been stoked by the murder on Wednesday night in Ankara of Mr Muammer Aksoy, head of the Turkish Law Association.

Responsibility for the assassination was claimed by the hitherto unknown Islamic Revenge Movement, which has been condemned by leaders across the political spectrum, including President Turgut Ozal.

"Nobody knows what will happen next in Turkey. It's a shadowy situation," said Mr Ugur Mumcu, a respected col-

umnist for the left-leaning daily newspaper Cumhuriyet. Mr Aksoy's murder was a reminder of the "terror atmosphere of the 1970s," said Professor Erdal Inonu, leader of the main opposition Social Democratic Populist Party. However, other newspaper columnists and diplomats said the situation was not yet that critical.

Some commentators pointed out that yesterday was the anniversary of the slaying in 1979 of Mr Abdi Ipekci, editor and columnist of the daily Milliyet, which for many Turks epitomised the slide into anarchy.

The Islamic Revenge Movement said Mr Aksoy was killed because he opposed the wearing of Islamic attire. He was a strong proponent of Kemalism, the peculiarly Turkish and staunchly secular republican tradition laid down by the great nationalist leader Mustafa Kemal Ataturk in the 1920s and 1930s.

While the Government's popularity in opinion polls has slumped because of failure to curb an inflation rate of around 70 per cent, extremist agitation has resurrected painful memories from the late 1970s of around 20 deaths daily from running gun-battles in

the streets between extremists of left and right inflamed by religious disagreements.

In the past week there have been a botched bomb attack on the Istanbul stock exchange, and the shooting in Istanbul of a policeman shown in newspaper pointing a pistol during illegal May Day demonstrations last year. The latter was claimed by the extreme left-wing Dev-Sol organisation.

Stirring the ferment have been ultra-right-wing nationalist protests against the suppression of Azeri kith and kin in Soviet Azerbaijan. But Mr Aksoy's murder was condemned yesterday by Mr

Alpaslan Turkes, leader of the far right Nationalist Work Party, who blamed it on enemies of Turkey.

Torture is still systematically practised in Turkey by security forces, according to the chairman of the Ankara branch of the Turkish Human Rights Association, Mr Muzaffer Ilhan Erdem. Speaking yesterday, on the first anniversary of the coming into force in Turkey of the European Convention against Torture, he cited detailed evidence of 37 alleged cases of torture, 10 of them women, in police custody in the capital last year.

## France gets tough on immigration but struggles with the European dilemma

Jennifer Monaghan reports on problems posed by open borders

IMMIGRATION is the most important source of conflict in France, according to Prime Minister Michel Rocard. His assessment is proving all too accurate, not just for France but for Europe too.

In France, immigration has been in the headlines since the autumn. The spark was the *affaire des foulards*, launched when a headmaster precipitated a collision between Islam and secular state education by banning three Moslem girls from attending classes in their headscarves. The affair still rumbles on.

The perceived menace to the principle of *laïcité* (hard-won against 19th century Catholicism) is just one aspect of a diffuse sense of threat. Islam is the second religion of France, yet neither the French state nor the French people have discovered how to live with it.

In a country used to legalistic, cut-and-dried solutions, the diverse and often divided face of Islam provides no representative interlocutors. The fundamentalist minority, quick to take to the streets, reinforces French popular perceptions.

The headscarf affair coincided with new statistics revealing that primary immigration, far from halting, had

increased substantially. Asylum-seekers in particular have doubled since last year to 80,000. The vast majority are refused, but processing takes years. Applicants thus become settlers and stay on as "official clandestines."

This presented Mr Jean-Marie Le Pen of the National Front with a rich lode and he mined it well in by-elections in November. The coalition of the less extreme right has taken notice, though without going so far as to steal Mr Le Pen's blatant racism.

So has the Government, in a much tougher tone on the question of immigration, although its line remains essentially the same: illegal immigrants out, legal settlers welcome and deserving every assistance. The flurry of activity since the by-elections is simply a reinforcement of the existing policy - if policy it be.

In a country where the Government has come under fire for having no clear line, for having allowed the immigrant problem to drift and, as a result, for being caught on the hop by the recent elections.

The socialist have seen a widening divide between the parliamentary party and activists of Maghreb origin. The latter, in association with the sec-

ond-generation lobby, SOS Racisme, have been pressing for a Ministry of Integration, targeted specifically at immigrants and their children. Mr Harlem Désir, the SOS leader, was tipped to have a prominent role. The Government instead came down in favour of creating a ministerial committee under a close associate of Mr Rocard. The love-affair between SOS and the socialist Government is off. "They'll give us everything, except power," comments one SOS activist.

Mr Rocard's fears about immigration as the major source of conflict are clearly being realised. But it is not yet posing a serious threat to his administration. Public opinion polls indicate that Islam and the National Front are almost equally unpopular. The Government's twin approach on immigration still wins broad approval. The vital question is how to achieve it.

Illegal immigration is the Achilles heel. Short of turning France into a police state with hermetic borders, there is not a great deal to be done on its own. As President François Mitterrand has stressed, the problem is one for Europe.

New arrivals include Yugoslavs (from Italy) and Turks

(from West Germany). A fair proportion of the asylum-seekers are from Sri Lanka. Even without insurgencies and wars, the birth rate and poverty of the Third World guarantee migration north. In France the work is there - ill-paid, precarious, dirty and sometimes dangerous, but available.

Immigrant labour in France is part of a clandestine workforce which keeps the wheels going round. The construction industry, including the Channel Tunnel, relies on it; the fashion industry would collapse without it; domestic service would evaporate. The social security cost of declared labour - putting up the wages bill by at least 50 per cent - militates against legality, as do other commitments of secure employment.

The Government has declared that it aims to penalise the employers, not the employed. More work inspectors are being appointed - 450 have previously tried to cover the whole country. Fines have been increased, but the sanction is sparingly used, especially on small companies.

There is room for manoeuvre in tackling the delays in decisions on asylum. This is being done, both by hiring more staff and by exerting diplomatic



THREE GENERATIONS: Immigrants tend to end up in the poorer areas, which already have serious housing and education problems

pressure on other countries to prevent the export of unwanted peoples to France. Known easy-access frontiers, notably with Germany, Belgium and Italy, are to be watched more carefully. The postponed Schengen agreement on free movement between France, West Germany and Benelux thus looks still more remote.

The new arrivals in France, whether legal or illegal, do not

make a substantial difference to the overall immigrant figures - about 4m adults and 1m children, out of a total population of 56m. But they make a vast difference to the places where they end up, which tend to be poorer areas which already have problems, especially in housing and education. Many are the target of state-aided programmes aimed at integration, for French as well as immigrant children.

More poor families from abroad strain existing programmes, and threaten the second half of the Government's twin policy, namely integration of all legal immigrants.

Meanwhile, one young Muslim has taken to removing her scarf before going to school. She is a French teacher who converted to Islam and always taught in class with her head covered - until the *affaire des foulards*.

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## THE BUSH PROPOSALS

## A presidential punch at the Pact and a pat for the allies

Lionel Barber sums up the White House's multi-faceted move in the military numbers game at the core of Europe

**P**RESIDENT George Bush's new proposal for deeper cuts in US and Soviet forces in Europe has all the familiar Bush character traits: a boyish delight in surprise and an ability to counter-punch under pressure.

The proposal — the centerpiece of Mr Bush's State of the Union address to Congress on Wednesday night — represents an attempt to seize the initiative when the president looked to be in danger of being overwhelmed by events.

Overseas, calls by the new leaders of Czechoslovakia, Poland and Hungary for the swift removal of Soviet troops from their territory have reinforced the notion that the Warsaw Pact, if not at the point of disintegration, no longer poses the threat that it did a year ago.

At home, the return of Congress this week signalled the start of fresh pressure for US defence spending cuts — driven not just by the changing circumstances in Europe but also by domestic budgetary

constraints and the search for a "peace dividend".

Together, these political considerations combined to render out of date Mr Bush's proposal last May to reduce US and Soviet forces to 275,000 troops apiece as part of the current Nato/Warsaw Pact conventional arms talks (CFE) in Vienna.

Last May, that proposal seemed bold, especially since it forced Moscow to accept an asymmetrical cut: the US would only have had to reduce its forces by 30,000, but the Soviets would have had to trim by more than 300,000.

The new Bush proposal is carefully structured and tries to strike a balance between exploiting the reduced Warsaw Pact threat while reassuring allies, such as Britain and France, that the US has not pressed the panic button. In sum, it does not mean the president's men intend to bring the boys (and girls) home.

The first aim of the proposal is to address the area of prime tension between

Nato and the Warsaw Pact, the "central zone" where the armies of the two alliances confront each other. Under Mr Bush's plan, the US can leave 195,000 troops in the "central zone" of West Germany; the USSR can leave 195,000 troops in the "central zone" of East Germany, Czechoslovakia and Poland.

The second aim is more subtle. The US would agree to leave 30,000 more troops in other western European countries, leaving a maximum of 225,000 US troops in western Europe compared to only 195,000 Soviet troops in eastern Europe. Thus, the principle of asymmetry is preserved. But Mr Bush also wants to resolve Nato's present dilemma: how to avoid having US forces equated with Soviet forces, which would give legitimacy to the Soviet presence in eastern Europe.

The disadvantage of producing new numbers at this stage is that it could disrupt the Nato/Warsaw Pact negotiations at the (CFE) in Vienna. These were proceed-

ing rapidly and, until this week, officials sounded optimistic about an agreement before the end of this year. However, the view among top US officials is that the upheaval in the eastern bloc — coupled with President Mikhail Gorbachev's problems at home — means that Moscow is in a mood to do deals.

Among the Nato allies, the view is a little more circumspect. Officials who recall history note the effort it took Dean Acheson and President Truman to persuade a reluctant Congress to approve large-scale economic and military assistance to western Europe after World War II; now that the Cold War seems to have been won, the fear in some quarters is that this commitment could fade and isolationism could stage a comeback in Congress, with Mr Bush showing little will to resist.

Mr Bush appears to have responded to a pledge that the US will not seek an even lower troop limit once the initial CFE accord has been reached. As the White

House stated on Wednesday night, "even if — as we expect — Soviet forces in this region are reduced even further, the United States does not envision the further reduction of its forces in Europe below this new level."

More questionable is the White House assertion that the new Bush proposal reflects the "minimum level of US forces in Europe to protect US interests and sustain Nato's strategy of forward defence and flexible response." In other words, Nato military strategy is to remain intact, despite the convulsions to the east and despite the new numbers on force levels.

**M**r Richard Cheney, US Defence Secretary, offered the same reassuring message on strategy when presenting his \$295bn budgetary request to Congress early this week. The problem is that very few people in Congress believe that it holds water.

Senator Sam Nunn, who chairs the Senate Armed Services Committee and is

probably the most influential Democrat in Congress on defence issues, argues that, without agreement on a new western strategy, there can be no serious decisions on how to reshape the US military budget. His fear is that, without such an accord, Congress will simply go on a "chopping spree" in search of defence cuts to pay for domestic programmes. Mr Bush's proposed troop cut is an attempt to head off such a stampede. By setting a credible benchmark on US force levels in Europe, the president is building bridges to Mr Nunn.

But the President — who is often accused of lacking vision — seems also to be trying to put a floor under future force cuts in the next round of conventional arms talks — CFE 2. There is little consensus in the administration, the US military or the western alliance on the scope of such negotiations but, as one senior British official said: "It does not necessarily mean a repeat of lower figures."

## Germans seek to convert weapons

By David Goodhart in Bonn

**T**HE WEST German Government and weapons manufacturers such as Daimler-Benz are beginning to show a serious interest in the possibilities of "arms conversion", converting military products into civilian ones, in the light of the quickening pace of disarmament.

In the short term, disarmament and troop withdrawal will create problems not only for the country's expanded armaments industry but also for those towns and regions which have become heavily dependent on foreign troops.

The 245,000 US troops now stationed in West Germany spend about DM14bn (\$5bn) a year and employ 170,000 people. The expected withdrawal of 50,000 troops will leave a dent in both figures.

Rapid disarmament could also knock a dent in the earnings of Daimler-Benz which has just completed its expansion into armaments with the acquisition of MBB and the establishment of a new subsidiary, Deutsche Aerospace.

Mr Christian Poppe of Deutsche Aerospace said yesterday that the company had this month established an arms conversion committee, which would be reporting its findings in about six months. He said that conversion into civilian and transport products had the greatest potential. Dornier, part of MBB, recently developed a laser machine for destroying gall stones as a spin-off from a military laser development.

In Bonn, the Economics Ministry has commissioned a report on the armaments industry from the Munich-based IFO economic institute. A chapter will investigate the potential for arms conversion.

## A new alliance, for a new Europe

By David Goodhart in Bonn

**E**IGHT months ago, President George Bush volunteered to negotiate a 10 per cent cut in American troops in Europe, down to a common US-Soviet ceiling of 275,000 men. This week, without waiting for the offer to be accepted in the Vienna Conventional Force talks, he has raised it by another 30,000 to bring a new common ceiling of 195,000 men. At this rate, the Atlantic part of the Atlantic Alliance will have disappeared down the plug hole before the rest of us have had a chance to turn round.

It has therefore become rather urgent to think about the Alliance from first principles, before it melts away entirely under the warm glow of détente and disarmament. It is quite evident that the nature and intensity of the threat have changed substantially, and may well change even more radically in future. It follows that the security arrangements of Western Europe must adapt to evolving circumstances. My hunch is that the changes will have to be as radical as the revolution in the East.

I have constructed a chain of questions, which may point to some possible conclusions.

● Do we need to keep Nato alive?

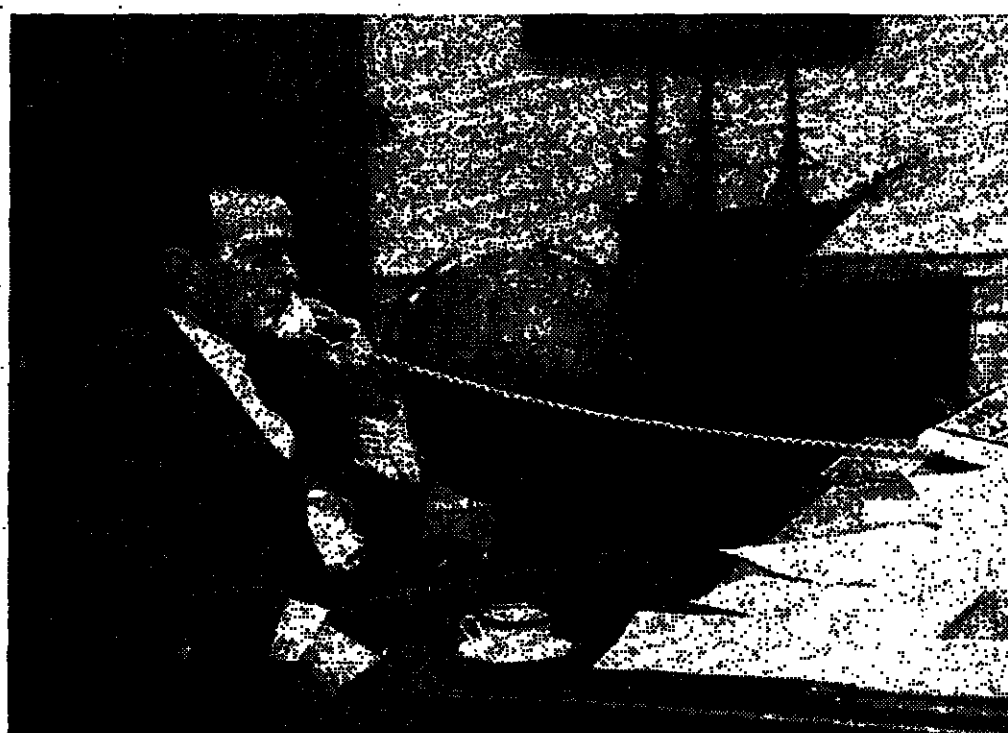
● Do we need to keep an integrated military structure in Nato?

● Can we keep an integrated military structure, and if so, on what conditions?

● Is German unification inevitable?

● If so, do we want a united Germany to be a member of Nato?

● Does that mean East German membership of Nato, and if so, how do we square it with the anxieties of the Soviet



George Bush opens a long line to Mikhail Gorbachev, but Senator Sam Nunn (right) will also need convincing about defence cuts

Union and other East European countries?

● What is the interaction of the German problem, first on Nato, and second on the European Community?

Nato, Germany and the EC — these are the three magnetic poles in West Europe; naturally, therefore, the sequence increasingly links them together, with the following answers.

● Of course we must try to keep Nato alive. Mr Gorbachev is a charming fellow; perhaps he means well. But who knows what — or who — will come along next?

● We need an integrated military structure, with specific military structures present on the ground, because that is the only (partial) guarantee that the alliance would still be alive on D-Day. A purely political alliance of formal promises runs the risk of betrayal, as Czechoslovakia was in 1938.

● An integrated military structure with continued German participation may only be possible on certain minimalist conditions.

## IAN DAVIDSON ON EUROPE

Conversely, any Anglo-American attempt to perpetuate Nato's present structures, doctrines and forces might well succeed in alienating West Germany from the military alliance altogether.

Some form of German unity seems inevitable in the fairly near future; and the more Western governments or East Germany try to slow it down, the faster it will be.

It is extremely important for the West, and paradoxically for the Soviet Union as well, that a united Germany should be a member of Nato. The dangerous alternative is a united Germany, possibly with a nuclear capability, on the loose in the centre of Europe.

Nato membership for a united Germany could only be acceptable in Soviet eyes if the organisation became low-profile, concomitant with a low-

level threat. This condition might be satisfied (under paragraph 3), with a level of US ground forces in Germany that was low or even zero, with a much reduced role for land-based nuclear weapons, and with a shift from forward defence strategy with heavy troop concentrations to a strategy of strategic warning and mobilisation.

The US would still be a member of the Alliance and part of the integrated military structure, with air and naval forces in or near Europe; but it would no longer be the dominant or most visible force in the alliance.

The natural and necessary corollary of a tame Nato would be a strong, more federally-unioned EC.

A tame Nato, with more remote US forces and reduced nuclear presence, would be a valid counterpart to the reduced Soviet threat; a federally-unioned EC, through its institutional framework of majority decision-making and the rule of law, would be a compensating guarantee, in



## Address highlights domestic dilemmas

By Peter Riddell, US Editor, in Washington

**P**RESIDENT George Bush yesterday won widespread praise for the domestic and foreign goals he set in his State of the Union address on Wednesday evening, but was sharply criticised by leading Democrats over his specific proposals.

With his approval rating in the polls nudging 80 per cent, and by character a unifier rather than a divider, Mr Bush did not have to do much to ensure a warm reception on the night from Congress, which he duly received.

The plan to cut troop levels in Europe naturally captured most attention, but it only accounted for one minute of the 35-minute address.

The rest consisted of a broader discussion of his domestic agenda.

Mr Bush spoke in his familiar downbeat way. The occasional theatrical touches reminiscent of the Reagan era, like quoting from a letter written by a soldier killed in Panama, stood out for their rarity. A revealing moment was when he spoke as a grandfather, albeit a still youthful-looking one in the amiable, if occasionally bumbling, manner of actor James Stewart.

In some ways Speaker of the House, Mr Tom Foley, appeared more presidential in offering the Democrats' televised reply immediately afterwards. The white-haired Foley was more fluent than Mr Bush — while also being a welcome contrast to his obsequious predecessor, Mr Jim Wright, who resigned as Speaker eight months ago. Mr Foley set out the Democratic view on education and protecting "the people who go to work and pay the taxes."

Television critic, Tom Shales of the Washington Post, fairly described Mr Bush's address as "a very standard, basic, generic presidential speech". He noted that "Bush's speech and his delivery of it were

competent, goodhearted, uninspired and uninspiring, although the blandness didn't discourage the assembled legislators from interrupting it with applause." The loudest ovation from Republicans came when he repeated his campaign promise of "no new taxes".

Yet, both in content and reception, the address reflected Mr Bush's current political dilemma. He is building up an impressive reputation in foreign policy with surprises like the troop cuts. But, domestically, he has much less freedom of manoeuvre. There is, in effect, a stalemate between the executive and the legislature.

The Democrat-run Congress can block any Bush proposals it dislikes, as over capital gains tax last year (but probably not in its modified version this year). Similarly, Mr Bush can veto congressional proposals he dislikes, such as those liberalising abortion laws.

In his speech, Mr Bush repeated the appeal he made in his inaugural address, that the American people had not sent them there to bicker: "Once again, I call my hand to all of you." He called for co-operation on legislation on clean air, child care, educational standards, and on crime and drugs.

In particular, he outlined new national educational goals, including an increase in the percentage of students graduating from high school to at least 80 per cent from the present 72 per cent.

While Mr Bush may now have won some freedom of manoeuvre on defence spending, his overall Budget and domestic plans will face a strong challenge over the coming weeks and months — as has been shown in the rough ride given this week to Mr Richard Darman, the Budget Director, by the Senate and House budget committees.

## Brazilian trade surplus 'slipping'

By Ivo Dawanay in Rio de Janeiro

**B**RASIL'S first-quarter trade surplus is set to drop to almost half of the equivalent 1989 level, according to an official report by a Planning Ministry think-tank.

The Institute of Economic and Social Planning (Ipesa) estimates that exports will exceed imports by just \$2.2bn — down from \$4.2bn in the equivalent period of 1989. The figures show imports rising by 23 per cent and exports falling by 15 per cent over the three months.

Independent analysts are attributing the downturn to various unrelated factors, with a broad consensus forecasting a year-end surplus of \$10bn to \$12bn — substantially down on the \$16bn recorded last year.

If so, that will influence Brazil's negotiations with foreign

creditors on debt servicing, in talks expected to begin soon after President-elect Fernando Collor de Mello takes office on March 15.

Brazil has reserves of some \$7.2bn (roughly the value of four months' imports) while unpaid debt interest is expected to have climbed to about \$5.5bn by the inauguration.

Behind the declining trade performance lie factors such as the impact of the ending last year of the International Coffee Agreement, which had sustained world market prices and contributed to Brazil's high inflation rate.

Imports have been fuelled by businesses increasing orders from abroad to stock inventory and raw materials, in anticipation of a substantial currency devaluation by the new government.

## Soviet bloc refugees land on Canada

By Bernard Simon in St John's, Newfoundland

**T**HE BASING of travel restrictions in Eastern Europe has led to a sharp increase in the numbers arriving by air at Gander, Newfoundland, claiming refugee status in Canada.

A federal immigration official said yesterday 124 passengers presented themselves as refugees at Gander in January, more than 10 times the number in January 1989. Most were Poles. Others came from Romania, Bulgaria and the Soviet Union.

The refugees all flew in on Aeroflot or Cubana Airlines, which stop to refuel at Gander en route to Havana. The defectors usually make themselves known to Canadian police and customs officials in the international transit lounge and are then taken to immigration officials for their claims to be processed.

Refugees to Canada normally need to prove that they have fled persecution in their home countries. Despite the recent improvement in the political climate in Eastern Europe, most of the recent arrivals are likely to be accepted as refugees by the Canadian authorities.

But, if past experience with Turks, Sri Lankans and Latin Americans is any guide, Ottawa's attitude may harden if the number of claimants increases sharply.

The federal Government agreed this week to increase immigration staff at Gander and St John's, and to set up a permanent refugee board in Newfoundland to handle the eight-month backlog of Eastern European refugee claims.

It is estimated there are now 350 refugees in St John's.

## OTHER AMERICAN NEWS

## El Salvador steels itself for a rebel siege

Another guerrilla offensive threatens if peace talks are not renewed, says Tim Coone

**E**L SALVADOR could soon experience repeat scenes of last November's all-out guerrilla offensive, if the Government and rebels are unable to agree on renewed peace talks.

February 10 was the deadline suggested by the left-wing FMLN guerrillas for talks between representatives of the rebel group and of President Alfredo Cristiani's right-wing government. The United Nations has agreed to mediate.

President Cristiani has agreed to a meeting but he wants the UN to act as a witness to the talks and not as a mediator. No firm date has yet been fixed, although President Cristiani will be in New York to meet privately with UN representatives this weekend. He has previously insisted that the FMLN should abandon its military struggle before returning to the negotiating table.

The last round of bilateral talks came to an abrupt end following the bombing of a trade union building in the capital, San Salvador, last October.

One of the left's most prominent labour leaders, Ms Febe Elisabeth, was killed in the attack which was widely attributed to a right-wing extremist.

The November guerrilla offensive followed.

Mr Roberto Canas, a member of the Diplomatic-Political Commission of the FMLN, told the Financial Times recently: "The offensive was launched to persuade the Government to table serious talks." He said that in the previous round the Government had been stalling, believing the guerrillas to be in decline and with few military prospects.

The offensive dealt a stunning blow to President Cristiani's strategy of taking the war to guerrilla strongholds in the mountainous regions of Morazan and Chalatenango. The guerrillas' reply was to bring the war to the capital. For two weeks they held on to most of its northern and eastern suburbs, as well as parts of several other major cities.

Despite heavy aerial bombardments, Mr Canas says the FMLN suffered only 400 dead — about 34 per cent of their committed forces by western intelligence estimates. He says that new recruitment as a result of the spectacular offensive "has replaced our losses. Our military strength is intact." Preparations have also been made to counter the Government's air superiority "on the ground and in the air," he says.

During the last offensive, an aircraft bringing supplies of surface-to-air missiles from Nicaragua to the guerrillas crashed in El Salvador. Previously, there had been no firm evidence that any missiles had been used in combat. Western military experts believe that the introduction of missiles into the 10-year conflict could break the military stalemate and shift the balance in the guerrillas' favour.

Mr Canas insists, however, that despite FMLN preparations for a new offensive, the guerrillas are ready to negotiate a peace agreement, but one which would have to include substantive reforms of the armed forces and judicial system.

The Government's recent announcement that it discovered within the armed forces the assassins of six Jesuit priests, their housekeeper and her daughter — murdered last November — has neither convinced the Roman Catholic Church nor the FMLN that a genuine house-cleaning is under way. Representatives of both say that the list of accused, which include a senior officer, are only the tip of the iceberg.

Mr Canas says that there still remain

many assassinations to be cleared up, including that of Ms Elisabeth last October, of El Salvador's archbishop, Monsignor Oscar Arnulfo Romero in 1981, and more recently of Mr Hector Oguel, an El Salvadoran Social Democrat leader who was assassinated three weeks ago by a hit squad. The new archbishop, Mgr Arturo Rivera y Damas, said last week that he has also received death threats.

Mr Canas says that the FMLN believes President Cristiani is desperate not to lose US economic and military support, which is the subject of several bills about to be presented in the US Congress. US religious groups are lobbying heavily to have the aid cut because of the recent sayings.

An aide to a US senator prominent in Central American policy debates, said he did not believe there was enough support in Congress to cut aid completely, but that a compromise motion might succeed in tying aid packages to advances in the negotiating process.

Mr Canas believes, however, that if aid is continued, the army will be encouraged to fight rather than negotiate. "We are preparing for both possibilities," he said.

## Survey shows slowdown

By Peter Riddell in Washington

**U**S manufacturing activity declined in January, according to a widely watched guide to the state of the economy.

The National Association of Purchasing Management's business survey shows a sharp drop in the purchasing managers' index to 45.2 last month, from a revised 46.7 in December. This is the ninth consecutive monthly drop.

The figures underline the recent marked slowdown in US economic activity. They do not necessarily mean that a recession is imminent, though they inevitably add to the uncertainty. Administration officials

and Federal Reserve governors have both said this week they expect a rebound in the economy later this year.

In detail, the figures show a sharp drop in the production component, down to the lowest level since December 1982, and a big decline also in new orders, with employment falling for the 11th month and the inventories/stocks index at its lowest level since December 1988. But new export orders continued to show relative strength. Construction spending dropped by 0.5 per cent in December, partly as a result of the exceptionally bad weather.

But, if past experience with Turks, Sri Lankans and Latin Americans is any guide, Ottawa's attitude may harden if the number of claimants increases sharply.

The federal Government agreed this week to increase immigration staff at Gander and St John's, and to set up a permanent refugee board in Newfoundland to handle the eight-month backlog of Eastern European refugee claims.

It is estimated there are now 350 refugees in St John's.

## Talks fail to end deadlock at Ford Mexican plant

By Richard Johns in Mexico City

**T**ALKS between dissident workers and the official leadership of the Confederation of Mexican Workers (CTM) on Ford's assembly plant at Cuautitlan have shown little sign of breaking the deadlock paralysing output there. The closure of the plant is now well into its fourth week, at a cost to the company estimated independently at more than 4,000 vehicles.

For the time being the management is little more than a helpless spectator at an inter-union dispute over representa-

tion, which could become embarrassing to the Administration of President Carlos Salinas de Gortari in its drive to attract foreign investment.

At a meeting of the Federal Committee of Conciliation and Arbitration last Friday, Ford withdrew its request for an injunction ending its existing contract with the CTM.

The rebels are demanding recognition of their leaders, headed by Mr Raul Escobar. Workers at the plant, in the state of Mexico, have also threatened a mass defection to

the Confederacion Obrera Revolucionaria, a rival federation less amenable to state pressure.

As a condition for a return to work, Mr Escobar and his colleagues on the Cuautitlan workers' negotiating committee have also stipulated that the company should undertake the physical safety of the labour force, the removal from the site of armed security forces, and the re-employment of the full 3,800-strong labour force without any victimisation

or dismissals.

The shut-down and occupation of the plant began on January 8 when thugs stormed the factory to attack workers protesting at the company's method of deducting tax on their 1989 productivity payment and Christmas bonus. In the affray one worker was killed and seven badly injured.

At least the rebels have the satisfaction that a warrant has been issued for the arrest of Mr Hector Uribe, former official CTM leader at the plant, as the alleged "intellectual

author" of the assault. He is now in hiding. Ford appears to be paying a heavy price for reliance on the official leadership imposed from above rather than elected local representatives.

In November last year (the last month for which figures are available) Ford's output at Cuautitlan totalled 4,805 vehicles: 1,472 Taurus, Cougar and Thunderbird cars and 3,333 lorries. In addition, at its Hermosillo plant in the state of Sonora, it produced 3,233 Topaz models for export.



## OVERSEAS NEWS

## Ferranti 'broke ban on S Africa arms sales'

By Michael Holman, Africa Editor

FERRANTI International, the British defence company, was yesterday accused of breaching UN embargoes on both arms exports to South Africa, and imports from the republic.

Mr Robert Hughes, the British Labour Party MP and chairman of the Anti-Apartheid Movement, has written to Mrs Margaret Thatcher, the Prime Minister, calling for an immediate investigation into "major failures by the security services in relation to Ferranti's South African connections."

Mr Hughes was drawing on information due to be disclosed last night in the Thames Television programme, *This Week*. He claims that as a result of Ferranti's takeover of the US registered company, International Signal and Control (ISC), the embargoes were broken.

The points raised by Mr Hughes in his four-page letter involve a complex link between Ferranti, ISC, and Armcor, the South African state-controlled arms production and procurement corporation.

Mr Hughes says it is a matter of "gravest concern" that a Mr R. Clyde Ivy, a US national, was appointed to the board of Ferranti in 1987.

"Prior to this appointment," writes Mr Hughes, "Mr Ivy had been employed from 1977 to 1980 as a senior official of the South African company Kentron, which is a wholly-owned subsidiary of Armcor."

Mr Hughes alleges that at the time of its takeover by Ferranti International in 1987 ISC was under investigation in the US over alleged illegal shipment of military equipment, by its subsidiary ESI Manufacturing Inc, to South Africa.

"These shipments continued up to 1988, after the takeover of ISC by Ferranti," continues Mr Hughes.

He asks Mrs Thatcher to investigate the matter "with the utmost of urgency". A spokesman for Ferranti has denied that the company was "in any way involved with any illegal trade with South Africa."

## Beirut fighting eases

By Lara Marlowe in Beirut

FIGHTING between General Michel Aoun's soldiers and the Christian Phalangist militia of Dr Samir Geagea ended last night after reports that the two men had spoken by telephone and agreed to a ceasefire.

The sound of mortar fire could still be heard in East Beirut but the artillery battles of the last two days - which killed more than 60 civilians and wounded more than 200 - appeared to have ended.

Gen Aoun had staked his future as the self-proclaimed leader of Lebanon's Christian enclave on his ability to wipe out the 10,000-strong militia, which has put up more resistance than he had expected.

For much of yesterday the city was still shrouded in smoke. Fighting was particularly heavy around the Ministries of Justice and Finance, at the eastern end of Beirut's dividing Green Line.

Gen Aoun's artillery gunners wounded 16 Christian refugees, mostly children, in an abandoned school in Jemnaizeh, in territory held by the militia.

Many Lebanese believe that Gen Aoun's real motive in provoking the stand-off was his desire to seize the city and establish a Phalangist-controlled port and taxation system. President Hrawi's government in West Beirut has cut all central bank funding to Aoun's renegade government.

After the US State Department called on Gen Aoun to step down on Wednesday, he accused the Phalangists of operating "under the direction of the American secret services."

## Indonesian villages bank on reforms to the farm economy

John Murray Brown looks at a shift in institutional lending

THIS week, following President Suharto's initiative on rural co-operatives, Mr Adrianus Mooy, governor of Bank Indonesia, unveiled reforms for the village economy, where more than half the country's 175m people live. "We have newspapers entering the villages, the army is in the villages, so why not the banks?" he asked.

The changes add up to a radical shift in Indonesian farm policy and a welcome move towards more market-related institutional lending. Subsidised credits, long seen as the universal cure for an ailing agriculture, are to go. Commercial and state banks now have to extend 20 per cent of their loan portfolio to small enterprises, those with assets of less than Rp100m (\$20,000). Foreign banks are exempted.

The reforms come amid growing concern that development is bleeding the countryside, as increases in rural savings are used to finance largely urban investments. It might almost be a definition of what happens when a country develops. As one banker put it: "The man who yesterday kept his savings under the mattress is today exchanging a claim on Bank Indonesia for a claim on a commercial bank and earning interest to boot."

Thailand and Malaysia have similar policies but this is the first time that Indonesia has imposed rules on sectoral lending. It is, in part, a political gesture to defuse criticism that Chinese groups are dominating the economy. Inevitably, comparisons are being made with Malaysia's New Eco-

nomic Policy which also set out to eradicate rural poverty by a radical restructuring of the economy in favour of the indigenous Malays.

Indonesia has several rural credit programmes. A 1988 World Bank report on rural credit lists more than 20. Some, like the Koperasi scheme at Bank Rakyat Indonesia, work well at market interest rates of 30 per cent.

There is also a multitude of informal savings schemes. On the small island of Lombok there are more than 20 informal associations covering everything from the cost of farm inputs to the staging of a religious festival. Despite interest of more than 5 per cent a week, the informal sector is said to account for a staggering 80 per cent of rural credit.

The general problem is that rural demand is highly seasonal - for example, rice loans. Many of the official programme rates are too low to cover collection and administration costs. Too often, as in Mexico and other countries, there is also the feeling that subsidised credit is merely a tool of government policy.

"In our experience," said Mr Mooy, "the provision of credit at the right time, especially for small businesses, is more important than the cost and the interest rate."

This week's reforms consign one of the principal monetary instruments to the banker's locker room. The liquidity credit - high-growth money used by commercial banks to refinance loans with Bank Indonesia at prefer-

ential rates - is to be phased out.

The system was introduced to restrain inflation by channelling the country's oil windfall to capital-intensive projects. A surge in investment, a construction boom and increased liquidity from new banks or new issues on the stock exchange is raising the spectre of inflation again. But for this year's record rice harvest many economists believe inflation would be higher than Bank Indonesia's estimate of 6 per cent. The liquidity credit is merely stoking the fire, hurting the small businessman, people on fixed incomes and the poor.

Outstanding amounts have now reached a third of total bank loans. Perhaps 20 per cent of that is bad debt. One reason, Mr Mooy says, is that the programme is seen by both the clients and the banks as a "social institution instead of a regular bank loan."

One despairing banker described Kut, the subsidised co-operative credit programme, as "a permanent financial disaster." He also doubted whether this week's change in the interest rate to 16 per cent - leaving the co-operative a 7 per cent margin - was enough when small credits are as little as Rp25,000.

The old argument was that farmers are poor and require capital to raise production. Without subsidies they are kept in poverty, and the modernisation of agriculture is stifled. It was also said that the co-operative provided small farmers with insurance against the need for land certificates or other proofs of title as security.



Village life for a woman at a well in Sumatra

Performance has fallen short of expectations, however, and the costs have been much higher than anticipated. Mr Mooy cites the small investment and Working Capital credit programme where arrears payments are 25 per cent of outstanding loans. About 12 per cent has been written off. It is a similar story with the Kut.

The burden of claims on Askrindo, the Government's insurance agency, has also been considerable.

Perhaps more to the point, there is scant evidence that the subsidy works. Indeed, when the agricultural credit programme collapsed in 1985, the Government had to bail out that fertilizer purchases increased.

## State banks reduce lending rates under government pressure

INDONESIAN state banks announced cuts in prime lending rates yesterday under clear government pressure in the wake of credit policy reforms announced earlier this week, John Murray Brown writes from Jakarta.

Despite predictions of tighter short term money fol-

lowing Bank Indonesia's decision to reduce its subsidised credit programme, rates for the best customers fell 3 points to 16 per cent. Commercial rates fell a point to between 20 per cent and 24 per cent, still the highest in the Asian region.

Banks are currently highly

liquid following recent deregulation which saw a spate of new banks and allowed greater competition for savings. Bank Indonesia has used its "SRP" certificate of deposit to absorb some of this excess funds. These short-term instruments amount to around Rp14,500bn (\$3,000m). This

compares with the increase in RI's subsidised credit - the liquidity credit - which jumped Rp3,600bn in 1989 to Rp16,000bn, about a third of total bank credit.

In his annual speech to bankers last month Mr Adrianus Mooy, BI's governor urged banks to bring down

rates to "reasonable levels". In particular the five state banks which account for around 70 per cent of total bank assets, have come under strong pressure. Borrowing costs have been crippling industry when the rate available in Singapore coupled with expectations about further rupiah devaluation.

Incentives. Traditionally rates have been little influenced by supply and demand factors. With a regime of free exchange controls a more decisive factor was the rate available in Singapore coupled with expectations about further rupiah devaluation.

## Singapore 'tax war' on cars sends prices soaring

SINGAPORE, trying to curb its car population, has increased registration taxes by 500 per cent, Reuters reports from Singapore.

The average price of a new car, already one of the highest in the world at \$860,000 (\$19,150) rose nearly 10 per cent yesterday when the Government raised the registration tax by \$35,000 to \$86,000.

Dealers said the high tax on new cars would have a domino effect down into the used-car market.

Many owners who had advertised their second-hand cars for sale in the newspapers on Wednesday withdrew their offers. "The Government is making cars an investment," said one dealer.

Other motor vehicles were even harder hit by the tax increase. The registration fee for new motorcycles rose to \$81,000 from \$55 and taxis and goods vehicles to \$815,000 from \$515,000.

At a news conference, Mr Yeo Ning Hong, the Communi-

ties and Information Minister, said the rises were an interim measure to stop motorists rushing to buy new cars before the Government introduces a quota system to limit the number of vehicles on Singapore's roads.

Full details of the quota system, which will come into effect in April or May, have not been decided but motorists will have to bid for a limited number of licences.

Government measures to limit car ownership through higher taxes are unlikely to have much effect on affluent Singaporeans until the public transport system becomes more comprehensive.

The Government has tried in the past to push car prices higher, but one in five of the population now owns a car.

One young professional who had decided he could just afford a new Daihatsu Charade at \$84,000, 15 months' salary, found its price had jumped to \$845,000 overnight.

"But I have no choice, I need a car in Singapore so I have to bite the bullet," he said.

## Thai strikers appeal to army

By Roger Matthews in Bangkok

STRIKING dock workers in Thailand said yesterday that they would seek the help of senior military commanders in resolving their dispute with the Government over the privatisation of the country's first deep-water port, which is due to start operations at the end of this year.

The call by the unions for military leaders to help resolve the issue is obviously aimed at exacerbating the Government's difficulties.

General Chavalit Yong Chaiyudh, the acting chief of the armed forces, has made little secret of his political ambitions and may decide to retire from the army soon.

He may feel that his stature within the country could be significantly advanced either by a successful intervention in the port dispute, or by the economic dislocation which would result from a more prolonged stoppage.

The inevitable politicisation of the three-day strike came as industrialists issued their first warnings of a slowdown in factory output due to shortages of



Gen Chavalit may intervene

raw materials and delays in meeting export orders. Under Thai law, public sector strikes are illegal, but the authorities have yet to challenge the unions' definition of the stoppage as an "extraordinary national emergency".

It has been widely predicted that the Government will be forced to accept a compromise over the future of the new Laem Chabang terminals

on the east coast. The unions are said to be ready to accept a deal whereby the Government would still invite bids for two of the wharves, but the others would be operated by the Port Authority of Thailand and its six affiliated unions.

However, the Government is resisting, conscious that another defeat at the hands of the public sector unions would have serious implications for selling into private ownership more of the country's state-owned enterprises.

Union hostility intensified yesterday when the Cabinet also reaffirmed its intention to change the legal status of the Electricity Generating Authority of Thailand and the Telephone Organisation of Thailand, making them both into limited companies.

General Chaitchal Choonhavan, the Prime Minister, has demonstrated a pragmatic approach to political issues. Reluctant though he may be to give way again on privatisation, there is little doubt he will not put his Government's tenure of office at real risk.

## Australian monthly deficit sharply lower

By Chris Sherwell in Sydney

AUSTRALIA yesterday reported a sharply reduced monthly current account deficit of A\$908m (\$413m) for December, the first time it has dipped below A\$1bn since June 1988.

The better-than-expected figure, which included a visible trade surplus of A\$502m, reflected the economic slowdown being generated by the Government's tight monetary and fiscal policies.

It also appeared to validate the Labor Government's strategic decision last week to start easing interest rates. With businesses and mortgage-payers squeezed badly and a general election due by May, a further easing of policy is widely expected.

Analysts nevertheless cautioned against seeing a turning point in the improved December figure, which compared with a A\$1.6bn deficit the previous month and A\$2.33bn in October.

They pointed out that December was a shorter trading month and included no expensive aircraft imports. Seasonally adjusted figures showed a monthly deficit of A\$1.6bn, while the full-year figure is still expected to be above A\$20bn, a record.

The visible trade surplus of A\$502m represented an impressive A\$267m turnaround on the November figures. Exports were virtually unchanged, while imports fell by 20 per cent.

The foreign exchange market in Sydney took the news in the stride, with the Australian dollar weakening to 99.1 on a trade-weighted basis, compared with 99.4 at Wednesday's close.

Mr Paul Keating, the federal Treasurer, said the figures were a further sign that demand was slowing, but he warned that demand would have to remain in check for as much as four or five years.

## Hun Sen wins backing of National Assembly

CAMBODIAN PRIME MINISTER Hun Sen has been strongly endorsed by the Phnom Penh National Assembly in his negotiations to end the 11-year conflict in his country, Reuters reports from Bangkok.

Pracheachon, the newspaper of the ruling Communist Party, said on Friday that the assembly agreed to give Hun Sen "the right to prepare a detailed plan of action" to bring peace.

Hun Sen, 38, as Prime Minister and Foreign Minister and a senior party leader, has been the frontman for the Vietnamese-backed Phnom Penh government in all negotiations.

Diplomats and foreign aid workers in Phnom Penh had spoken recently of reports that

he might be losing the confidence of the leadership as the army lost ground to the Khmer Rouge and other guerrillas. He will represent Phnom Penh in a new round of peace talks with the three Cambodian guerrilla factions, Vietnam and other regional states in Jakarta at the end of February.

The six-day assembly meeting, which ended on Wednesday, backed proposals for the United Nations to play a key role in the settlement process, confirming a reversal of Phnom Penh's previous rejection of a UN role.

Pracheachon stressed the need to include guarantees against a return of the "genocidal regime" of Khmer Rouge leader Pol Pot in the mid-1970s.

## Seoul to build new airport

SOUTH KOREA will start building a large international airport near Seoul next year, Transportation Minister Kim Chang-keun announced yesterday, Reuters reports from Seoul.

The site has yet to be chosen, he said in a report to President Roh Tae-woo. A ministry spokesman said the airport to be completed in 1996, would have four 4km runways and would cost \$70 bn won (\$1.3bn).

"The airport will have a capacity to handle up to 35 million passengers a year," the spokesman said.

The airport was necessary because Gimpo Airport is too small for expected traffic.

## Iranians deported from Britain for 'public good'

BRITAIN said yesterday it had ordered the expulsion of nine Iranians, including the London bureau chief of Iran's state television, for reasons of national security, Reuters reports from London.

There are nine people who have had deportation orders against them on the grounds that it would be conducive to the public good for reasons of national security, a British Home Office spokeswoman said.

They were given one week to leave Britain.

The spokeswoman would not identify the other eight but Iranian television reported earlier that the Iranian journalist and two students had been ordered to leave the country.

Britain deported two Iranian students in December. A third was arrested and charged with an arson attack on a London bookshop selling copies of Salman Rushdie's *The Satanic Verses*.

In a statement issued in Tehran two weeks ago, a radical student group warned that British citizens in Islamic countries and elsewhere would be in danger unless Britain freed jailed Iranian students.

Iran's late spiritual leader Ayatollah Ruhollah Khomeini condemned the book as blasphemous to Islam and ordered the author's death.

Tehran broke diplomatic relations with Britain over the affair.

## Moscow calls for Asia-Pacific naval cuts

THE Soviet Union called yesterday for talks to reduce the level of naval forces, particularly in the Asia-Pacific region, warning a continued build-up at sea could cause serious strategic instability. Reuters reports from Manila.

While there were good prospects for halving the levels of Soviet and US strategic nuclear arsenals, "the arms race in naval forces continues largely unchecked," Mr Oleg Sokolov, Soviet ambassador to the Philippines, said in a prepared speech.

"There are not even talks on these matters anywhere, including the Asia-Pacific region," Mr Sokolov stated.

"The impression is that someone is deliberately trying to maintain a bamboo curtain against arms control in this part of the world," he said.

The Soviet Union has already sharply cut its naval forces in the Pacific, reducing its presence by 57 ships and submarines between 1984 and 1989. It has also started reducing its presence at the Cam Ranh Bay military base in Vietnam.

Speaking before a tour of the Asia-Pacific region later this month by Mr Dick Cheney, the US Defence Secretary, Mr Sokolov said the Soviet Union had not yet received a positive reply to proposals for talks on halting the build-up of naval forces in the area.

Mr Cheney said on Tuesday he would discuss deployment of US forces in the Pacific during his trip to South Korea, Japan and the Philippines. He declined to forecast any big cuts in the region.

US officials have said Washington has different interests in the Pacific from Moscow because the US is a sea power, while the Soviet Union is a land-based power. Failure to match arms reductions at sea with those on land could be dangerous, Mr Sokolov said.

"It leads to a situation when the lack of naval reductions in the face of those occurring in land and air-based nuclear missiles, as well as in conventional arms, could become a serious element of strategic instability and a great impediment on the way to further disarmament," he said.

"Let us not forget that today just one strategic submarine carries a destructive potential equal to several Hiroshimas and Nagasakis," he said.

Mr Sokolov was addressing Filipino businessmen in Manila ahead of talks scheduled for March or April on the future of US military bases in the Philippines, the largest outside US territory.

The partial Soviet withdrawal from Cam Ranh Bay was announced last week, but the talks on the future of the US Subic Bay naval base and Clark air base north of Manila, Mr Sokolov said.

The US says Clark and Subic are important for the defence of the Pacific and Indian Ocean region, and wants to extend its lease, which expires in 1991.

Mr Sokolov said the logic behind the network of bases built up during the Cold War was rapidly eroding.

## Chinese party tightens grip on elections

CHINA'S Communist Party, reasserting its authority after suppressing pro-democracy demonstrations last year, said yesterday it would tighten control over coming local elections, Reuters reports from Peking.

The party will "strengthen its leadership" to ensure the success of elections to local people's congresses, the New China News Agency quoted the Central Committee as saying.

A party document referred to unspecified "problems" and warned of difficulties caused by "erroneous concepts on democracy."

It spoke of "the negative effects of the widespread trends of bourgeois liberalisation" - a reference to Western political ideas under fire from the hardline leadership.

"A few cadres have become sick of elections," the party document said without elaboration.

Dissatisfaction with local elections in Hefei, in Anhui province, led to student demonstrations across China in late 1988. These culminated in a comeback by hardline party veterans, who ousted Hu Yaobang, who ousted Hu Yaobang. Hu's death of a heart attack last April led in turn to renewed nationwide demonstrations for freedom and democracy.

The agency said the terms of delegates elected to local governments in 1986 and 1987 would expire by the end of this year. Some local elections have been held already.

It did not specify how the party would strengthen its control. The number of candidates would remain higher than the posts contested, it said.

## Exiles return to sample Jordan's experiment in democracy

Lamis Andoni reports on the Kingdom's liberalisation drive which could prove to be a lesson for the Arab world

AFTER 19 years in exile Mr Hani Hourani, a prominent writer and researcher, has come back to settle in the Jordanian capital, Amman. During his wanderings he established a reputation as one of the most respected experts on Jordan.

The kingdom's liberalisation drive, which has meant an end to the ban on political activists, has enabled Mr Hourani and many members of the opposition to return.

Like thousands of other politicians and intellectuals who were denied passports for "security reasons," Mr Hourani will soon have his passport back and be able to publish his previously banned books.

"People around me did not believe that I was allowed back, but for me, my being here is a sign that this

experiment can work," says Mr Hourani, who is considered the ideologue of the left-wing Jordan People's Democratic Party.

"After living for many years in the so-called radical Arab states, I believe that there is finally a democratic experiment which can inspire the Arab people who are still living under authoritarian regimes," he says. Mr Hourani spent many years in the Syrian capital, Damascus, north of Jordan.

Many Jordanians share Mr Hourani's hope that after decades of absolute monarchy the country is moving towards more popular participation and broader political freedoms. In the weeks following the country's November general election - the first in 23 years - the rate of political change here has

been unparalleled in the Arab world. Instead, it is likened by Jordanians to the transformation of Eastern Europe. They compare their experiment to Soviet perestroika, because in both cases it has been the rules of the game rather than the leadership which has changed.

The Jordanian Government is scrapping martial law, imposed after the 1957 Arab-Israeli war, the repressive defence law enacted by the British mandate authorities in 1935, as well as a strict 1953 anti-Communist law. "All of these laws are in the process of being abolished completely," says one Jordanian official.

Both the martial and defence laws had stifled freedom of expression and political organisation and had practically rendered the Jordanian constitution - considered one of the

most progressive in the region - obsolete. Unlike some other Arab states, where opposition members have simply been killed, repression in Jordan has taken much more subtle forms. Activists and writers have had passports withdrawn or denied, suffered from bans on work or travel, and been detained without trial.

In 1989 Jordan's decision to sever its official links with the Israeli-occupied West Bank removed the pretext for retaining martial law. In April 1989 resentment of deteriorating economic conditions and political repression finally erupted in riots which swept the northern parts of Jordan, the traditional support base of the Hashemite monarchy. Since then, the King and Govern-

ment have sought to reassert their legitimacy at home by conceding to some popular demands and embarking on a daring experiment. "The most crucial test for this experiment took place at the start of the year, with a lively, three-day parliamentary debate which finally gave Mr Mudar Badran, the Prime Minister, a vote of confidence. Mr Badran set a precedent by allowing himself to be questioned."

Jordanians, however, still remember how in the 1950s and 1960s opposition deputies would be arrested and Parliament would be dissolved after a controversial session.

"From now on," declares a Jordanian government official, "we have to answer to the Parliament." But there are no illusions here about the extent of the liberalisation. "The

most we can achieve according to the Constitution is a partial participation," says Dr Jamal Shaer, a former Jordanian minister. According to the 1953 Constitution, the King retains the right to appoint the Cabinet and dissolve Parliament.

These constraints do not seem to discourage many people. They believe that a reversal of the democratisation process would seriously backfire, probably undermining the legitimacy of the system.

Disillusionment with other, "radical" models of Arab government helps to dampen opposition. "History has shown that both radical republics and conservative monarchs can be authoritarian and repressive," says Mr Hourani. "We hope to realise a new model here. We have no models to emulate."



## WORLD TRADE NEWS

## Japan to restrain car exports to EC until 2000

JAPAN will accept continued curbs on its car exports to the European Community after 1992 but not after 2000, Reuters reports from Tokyo.

The Japanese statement comes as European foreign ministers prepare to meet in Brussels next week to try to forge a common policy on opening the market to Japanese car imports ahead of 1992.

An official of Japan's Ministry of International Trade and Industry (MITI) said Japan had been prudent in exporting to the EC and was prepared to continue this policy.

But Japan feared a Fortress Europe after 1992 with reduced access for imports.

An official Japanese report last year said that Japanese manufacturers should take no action that might cause the EC to move toward a bloc economy.

In Western Europe, over-supply is a problem. To prevent the market from becoming closed, the Japanese auto industry must continue moderate export activities and maintain a balance with overseas production.

Britain and West Germany are now fairly open to Japanese cars, but France limits them to three per cent of the market and Italy to 2,500 cars a year.

Average EC market share for Japanese car imports is 10 per cent but in Denmark and Ireland, which have no domestic vehicle production, it reaches 90 per cent.

A European diplomat in Tokyo said the two main positions at the Brussels meeting would be that of the liberals, led by West Germany and Britain, favouring an open market, and that of the protectionists - France, Italy and Spain - who want a transition period to protect their car industries.

European diplomats in Tokyo while sensitive and difficult negotiations would be required, a compromise could be reached.

Mr. Patrice Genre, of the French Agency for Industrial Development, said there should be no problem reaching an agreement, as all parties agreed on the aim of an open market but differed on the means of achieving it.

Mr. Genre said France's motor industry could not bear a sudden rise in Japanese imports and the opening had to be gradual, giving companies time to adapt. France would propose a maximum transition period of up to 1999, he said.

The MITI official said Japan could agree to a transition period during which exports would continue to be restricted, but too long a time, such as 10 years, would not be acceptable, he said.

## Mexican president seeks fair trade deal

By William Dufforce

PRESIDENT Carlos Salinas de Gortari of Mexico yesterday called on the General Agreement on Tariffs and Trade (GATT) to ensure that countries such as Mexico, opening their economies to imports, received full reciprocal treatment for their exports.

Such equilibrium was one of five principles that should form the basis for the final year of the world trade organisation's trade-liberalising Uruguay Round, President Salinas proposed while visiting GATT headquarters in Geneva.

It was paradoxical, he said, that countries delaying the opening of their economies had the greatest negotiating power in the GATT talks.

The Mexican president was particularly harsh about the proliferation of non-tariff obstacles to imports and by the replacement of the "objective" concept of free trade with the "subjective" one of fair trade - a term which has had increasing currency in the US during the last couple of years, as the Americans have tried to deal with their trade deficit.

The four other principles which President Salinas suggested should be kept in mind in the final phase of the Round were:

● Compliance with basic GATT rules should be re-established. This would entail bringing trade in farm goods, textiles and clothing under GATT. Mexico faced severe restrictions on the growth of its exports in these sectors.

● The quality of GATT rules should be improved. Lack of precision allowed for unilateral interpretations of the rules and misuse of anti-dumping provisions to harass exporters.

● Innovative mechanisms should ensure that the trading system contributed to countries' economic development. The special treatment for developing countries allowed in GATT had not always been effective.

● The trend towards regional trading blocs should be channelled in such a way that the blocs became poles for developing trade instead of impenetrable fortresses.

## EC plea to Gatt on import safeguards

By William Dufforce

THE EUROPEAN Community yesterday tabled a proposal that would allow governments to apply selective restrictions against imports seriously hurting domestic producers.

Brussels' insistence that the temporary safeguard action GATT allows countries to take against surges of imports can be aimed at only one or a few suppliers has become a big stumbling block in talks aimed at improving the safeguard regime.

Yesterday the EC outlined ideas for "interim precautionary action" by a government when it believes that imports from identified sources are causing injury.

The government would first call for consultations with the exporting countries. These talks would have to be held within 10 working days. Failure of the consultations would allow the importer to restrict imports from those particular countries on an interim basis.

The restrictions could be maintained until the end of an investigation into the alleged injury but not for more than eight months.

## OECD warns of 'subsidy war' among world's rich nations

By William Dawkins in Paris

BETTER international monitoring of state aid to industry is badly needed to reduce the risk of a subsidy war between the world's richest countries, warns the Organisation for Economic Co-operation and Development (OECD).

It argues that state aid usually ends up harming the economies of both the country concerned and its competitors.

In all but the most sensitive planned cases, state aid only gives a short term boost to the recipients while distorting the share-out of scarce resources, draining government finances and generating international trade friction, the study says.

The success of international negotiations on scrapping tariff barriers has increased the temptation for governments to turn instead to industrial aid to solve economic and political problems. "Given the lack of internationally standardised methods of defining and reporting subsidies, they remain far less transparent than tariffs," and therefore more likely to produce rows, argue the

OECD's Mr Robert Ford and Mr Wim Suyker.

Industrial aid across the OECD's 24 member countries during the 1980s averaged 1.5 per cent of gross domestic product. This embraces a low of 0.7 per cent of gross domestic product in the US between 1985 and 1988 to a high of 5 per cent in 7 per cent in Norway, Greece and Ireland. Britain and New Zealand are the only OECD members to have cut subsidies during the decade.

But this broad stability is only because OECD countries' economic prosperity has reduced pressure on governments to bail out companies in trouble. A downturn could quickly send them back to their old ways, warns the study.

Subsidies are highest in transport and declining sectors like steel, coal and shipbuilding. Grants are the most popular type of aid, particularly in Italy and the UK, while France, Belgium and Denmark tend to rely on state shareholdings and soft loans. Tax breaks are the second most popular in

Europe, but top the list in the US where they absorb three times more Government spending than grants.

Whatever the method, the study concludes that economically effective industrial grants are rare. The experiences of Airbus and the Japanese Government's support for its semiconductor industry in the early 1980s showed that while subsidies are successful in gaining market entry, "the costs tend to outweigh the benefits," claims the paper.

The standard reply is that aid makes up for market shortcomings, funds research and development, combats unfair foreign competition, and promotes regional development or exports. The study concludes these are legitimate - but questionable - value judgements, but that common international definitions are needed.

OECD Department of Economics and Statistics, Working Paper no. 74: Industrial Subsidies in the OECD Economies. 2 Rue André Pascal, 75775 Paris, Cedex 16, France.

## Enter the twilight zone of Sub-Saharan statistics

Michael Holman reports on the nightmare world of official trade figures and bureaucracy in Africa

DO Sub-Saharan Africa trade statistics mean anything? No, according to a recent World Bank paper.

They are "almost useless," asserts Dr Alexander Yeats, a Bank economist, author of a study which reveals what are politely termed "major discrepancies" in trade data for 36 African countries.

Benin, if United Nations data were to be believed, has been a major trading partner with itself. In one year, the Ivory Coast reported exports of \$2.3bn to the European Community, \$500m less than the figure reported by Brussels. Data for Gambia are missing in 1987 and 1988, while Zimbabwe's imports from Malawi were exactly the same in 1987 and 1988, according to the UN Statistical Office.

These and many other anomalies are revealed in a report which analyses official trade statistics reported by the UN. These records are the sole source for the compilation of developing and developed country export and import statistics on a common classification system, Standard International Trade Classification (SITC).

Official data, concludes Dr Yeats, "appear to be of no utility for determining the level, direction, composition or trends in African trade."

The implications of the study are far-reaching. Dr Yeats points out that accurate information is essential to efforts to increase trade between African countries through regional economic arrangements.

Africa's efforts to promote trade within the continent have so far had little success, although this may be due not only to unreliable statistics but also to a ponderous bureaucracy.

As another World Bank report pointed out last November, the continent has 200 regional organisations for co-operation and integration, but the intra-regional share of total Sub-Saharan African trade is the same as it was 20 years ago.

However, the consequences of "almost useless" trade statistics go much further.

As Dr Yeats warns: "Errors in developing country trade data could adversely influence government policies relating to investment, balance of payments, initiatives for liberalisation of trade barriers, exchange rate policy and a host of other factors that affect a nation's industrialisation."

Although Dr Yeats does not elaborate on his warning, it is clearly pertinent to the structural adjustment programmes drawn up by the World Bank and the International Monetary Fund (IMF), and adopted in varying degrees by more than half of the Sub-Saharan governments.

The issues cited by Dr Yeats are fundamental to reforms, and his paper shows that at least part of the data on which reform strategies are based is thoroughly unreliable.

Aside from the neglect of government statistics departments throughout most of Africa, Dr Yeats' report provides several reasons for the inaccuracies in trade data.

● Discrepancies in reported quantities traded involving products such as petroleum, coffee and cocoa "suggest that exporters have intentionally been under-reporting shipments to circumvent international commodity quotas."

● Smuggling accounts for the unreliability of figures on high-value, low-volume products such as precious stones and is also encouraged by high import tariffs.

● Under-invoicing explains large differences in some products' reported unit values; alternatively, exporters are not getting full value on these items.

● Trade with South Africa. The fact that Pretoria does not report exports to South Africa produces "major discrepancies in the trade statistics."

After analysing matched partner statistics for the 36 countries' intra-trade, the study reaches some general conclusions.

First, such wide differences exist in reported matched statistics that the data "cannot be used to assess the overall level of intra-trade."

Second, the data "are probably equally useless for assessing the direction of intra-trade, since countries reported (by an exporter) as the major destination of trade often fail to report any corresponding imports."

Third, the data seem "equally deficient for determining the composition of trade," since big discrepancies exist in partner country statistics at lower levels of product detail.

Fourth, there are "sizeable and persistent differences" in the trends of African partner country trade, as reflected in exports or matched imports, "which indicates that these statistics may not accurately reflect either the magnitude or direction of trade changes."

Errors revealed by the study "strongly suggest the need for more stringent quality control measures by the UN Statistical Office," writes Dr Yeats, "and by the reporting countries themselves."

But economists who deal with Africa, and who have read the report, believe that wide-ranging additional measures are necessary if the continent's trade statistics are to prove more reliable in future.

"Unless African governments - and the donor community - devote more resources to data gathering and processing, most statistics from the continent will continue to be little better than guessimates," said one African economist.

\* On the Accuracy of Economic Observations: Do Sub-Saharan Trade Statistics Mean Anything? Alexander J. Yeats. A working paper published by the International Economics Department, World Bank, Washington, DC. Tel: (202) 477-1224

\*\* Sub-Saharan Africa: From Crisis to Sustainable Growth.

## Hungarian airline to update fleet with western aircraft

By Paul Abrahams in Budapest

MALEV HUNGARIAN Airlines is to acquire seven medium-range jets and at least two wide-body, long-range aircraft, probably from Boeing.

Malev already operates three Boeing 737s and last week said it would lease three more from GPA, the Shannon-based leasing company.

Mr. János Jahoda, Malev's director general, did not exclude the possibility of acquiring Airbus or Soviet aircraft if they met price and performance specifications.

Malev wants to operate two wide-body jets on routes to Asia and the US by 1993. A further wide-body jet is needed by 1995 before the Budapest

and Vienna world exhibition. The seven medium-range aircraft are required by 1997.

Malev said it would prefer to purchase the aircraft outright rather than from a leasing company.

Mr. Jahoda said the airline was considering becoming a privatised company. One of the advantages of this would be that some of the capital made available could be used to update the fleet.

He refused to speculate on when such a move might take place. Previous statements by the company suggest that it would not occur before next year.

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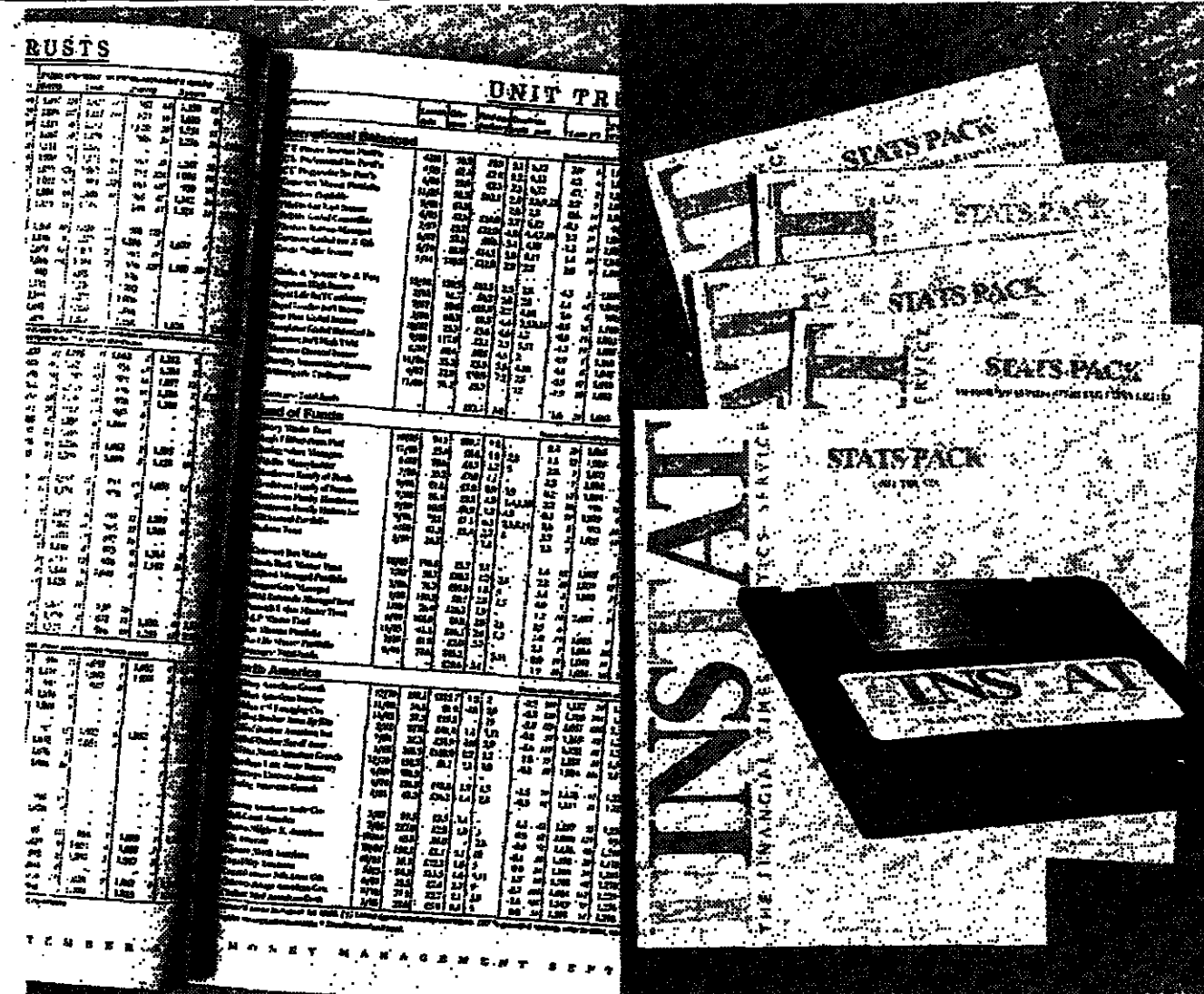
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## UK NEWS

## Government refuses inquiry into 'smear' allegations

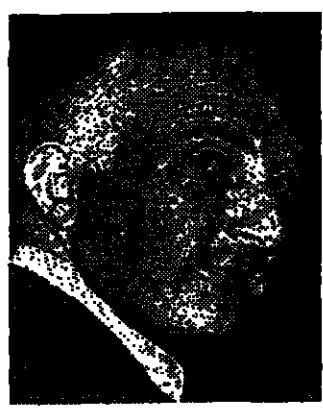
By Ivor Owen, Parliamentary Correspondent

DEMANDS from all quarters of the House of Commons for a wide-ranging inquiry into renewed allegations by former Army press officer Mr Colin Wallace that the security services may have been involved in attempts to smear leading politicians of all parties in the 1970s were rejected by the Government in the Commons last night.

Mrs Margaret Thatcher, the Prime Minister, angered the opposition benches by insisting that information obtained from previously undisclosed files did not warrant such an investigation.

Repeated claims by Mr Neil Kinnock, the opposition Labour leader, that the documentation which had come to light within the Ministry of Defence had created a new situation were brushed aside by the Prime Minister.

Mrs Thatcher confirmed that she had expressed regret to those MPs who had been given incorrect information at an earlier stage, and stressed that the newly discovered material did not provide any evidence of attempts to undermine or dis-



Colin Wallace

credit ministers.

But Mrs Thatcher, who was repeatedly challenged by Mr Kinnock to launch an inquiry to reveal the "full truth", stood by her statement on the Wallace affair of May 1987.

With equal determination Mr Tom King, the Defence Secretary, argued that the fresh documents which had come to light, the first of which were found "early last year", did no more than necessitate an

inquiry into whether Mr Colin Wallace, the former Army information officer, had been unjustly treated.

Mr Merlyn Rees, the Labour MP and former House Secretary, revealed that he had been unaware of a proposal to engage Mr Wallace to spread "disinformation" during the period he was Northern Ireland Secretary.

He also emphasised that an earlier inquiry which he conducted with Mr (now Lord) Callaghan, the former Labour Prime Minister, into whether attempts had been made to destabilise the Government of Mr (now Lord) Wilson had not covered "dirty tricks in Northern Ireland".

Mr Rees warned: "This will not go away - the next Labour Government will look at it and those who are hiding things from this Government had better remember that".

Sir David Steel, the former Liberal Party leader, said attempts to discredit himself and other members of the party in 1974 could only have been designed to interfere with the processes of democracy.

## IN BRIEF

## Ambulance chiefs rule out acting as mediators

THE UK's chief ambulance officers ruled out formally acting as mediators in the long running ambulance pay dispute.

Representatives of the UK's 45 ambulance trusts met at an emergency meeting in Harrogate to discuss a proposal to discuss proposals they said could lead to a resolution of the 20-week dispute.

Details of recent attempts by liquidators of the crashed Barlow Clowes investment companies to recover investors' money have been revealed in the High Court after a senior judge lifted reporting restrictions.

**Sky costs**  
Rupert Murdoch's chief executive of the News Corporation conceded last night that Sky Television could cost as much as £400m before any profits are seen. Murdoch, who was speaking on Thames Television's The City Programme, conceded that he now thought there was room in the market for both Sky and its satellite rivals British Satellite Broadcasting.

**Oil field approved**  
Development approval for one of the smallest North Sea fields yet was granted by the Department of Energy. Amerasia Hess is to spend some £7.5m to tap into the 1.5m barrel Hamish field, nears its Rob Roy field facilities.

**Broker wound up**  
Onyl de Falbe International, an insolvent Lloyd's reinsurer, has been compulsorily wound up by the High Court in the public interest following an order made on an unopposed petition by the Department of Trade and Industry supported by a French company, Groupe Kleber, claiming to be a creditor for £160,000.

**BAs to refit tankers**  
British Aerospace, in conjunction with Dorset-based FR Group, has won a major contract worth more than £100 million to convert VC10 and Super VC10 aircraft into light refuelling tankers for the RAF.

**MO warning**  
The treasury's key monetary indicator, M0, continues to flash warning signals and appears to have grown at an annual rate of about 5.7 per cent in January. M0 is regarded as a reliable guide to spending in the economy because it measures the demand for notes and coins in circulation.

**Arts Council TV**  
THE Arts Council has decided to go ahead with plans to set up its own television company. Basic funding of £1.5m has been approved for next year to establish Arts Council Television, a company designed to work with independent producers and established broadcasters.

**Opera renovation**  
Westminster City Council has approved in principle a £367m renovation scheme for the Royal Opera House in London. However, it has requested a series of design changes which are likely to involve increased costs.

**Foreign seafarers**  
British Steel is to re-register six ships outside the UK allowing the privatised steel company to replace more than 100 British seamen with cheaper foreign seafarers, although the ships will retain British officers.

**News, US style**  
News bulletins on satellite TV are too Americanised, Lord Rees-Mogg, chairman of the Broadcasting Standards Council, said at the second day of a European satellite marketing conference.

**Brel sold for £4.9m**  
Brel, the privatised rolling stock manufacturer, was sold by British Rail for £4.9m, the company's annual report revealed. The report, which covers the year to September 30 1989, shows that the company had assets of £216.9m and debts of £212.2m when it was acquired by a management and employee buy-out consortium last year.

**TV breach denied**  
Cass Goossens, director general of BEF, the Belgian television network and chairman of the Eurosport satellite television consortium, denied that European Commission officials in Brussels had decided the channel was in breach of competition rules.

**Beetles project**  
A £1 million waterfront tourist attraction is to be built in Liverpool. Called the Beatles Story, it will recreate the sights and sounds of the long-lost Cavern Club in Liverpool where the band first played.

## REPORTS OF THE PAY REVIEW BODIES

## Public sector faces wage rises in stages

By Michael Cassell, John Gapper and Alan Pike

THE Government yesterday tried to dampen down inflationary pay rises and bring an end to the ambulance dispute by insisting that recommended increases for 1.2m public sector workers, averaging nearly 10 per cent, should be paid in stages.

The decision, agreed by the Cabinet, covers nearly one quarter of public sector workers. It means that most of them will receive a 7 per cent pay increase on April 1, with the balance delayed until January 1991.

Staging the £2.3bn package will save the Treasury £450m in 1990-91, without phasing the pay rises, nurses would have received a 9.5 per cent rise in April, with top civil servants and judges getting increases averaging 11 per cent.

The review bodies, which are

composed of independent experts on pay matters and other public figures, make recommendations independent of Government cash limits and now report at the start of the year.

Their freedom to recommend higher overall increases than the Government wants has been made more awkward by the long-running ambulance dispute, which has increased the pressure to hold down other public sector pay awards.

The decision to stage the increases is seen by ministers as an important step in helping to suppress pay expectations in both the public and private sectors when average, year-on-year earnings are rising at 9.25 per cent.

Mrs Margaret Thatcher said in a Commons written answer that the cost of immediately

implementing the recommendations - covering the armed forces, top civil servants, judges, doctors, dentists, nurses and other medical professions - would be too high.

The staging of individual review body awards was common in the mid-1980s but in the past two years the Government has implemented awards promptly and nearly in full. This year, the only extra Treasury funds go to the Department of Health, which will receive an extra £205m to help smooth the path of the government's NHS reforms.

Mr Kenneth Clarke, Health Secretary, said the staged awards to doctors and nurses should convince ambulance crews' dispute over an original offer of 6.5 per cent was "hopeless", and they should resume normal work-

ing. But Mr Roger Poole, chief negotiator for the ambulance unions, said the awards would "fuel the frustration" of ambulance crews. He said ambulance crews were having to fight for higher pay while nurses already knew their award.

The staging of the awards was criticised by other unions. The Institution of Professional, Managers and Specialists, which represents top civil servants, said the Government had betrayed its staff and its own market principles.

The biggest change in pay structure was recommended by the interim advisory committee on teachers' pay, which said education authorities should be given greater freedom to vary pay within a new national scale.

## TEACHERS

## Local powers on pay rises

GREATLY enhanced scope for local educational authorities to increase the salaries of individual teachers in order to meet local needs are a main thrust of the Government's pay recommendations.

The Government's pay proposals for teachers pay in 1990-91 give all classroom teachers an average increase of 8.4 per cent, with a range from 6.4 per cent to 11.8 per cent.

There is also a new system of pay for heads and deputies ranging from 9.3 per cent to 11.2 per cent and an average increase of 10.4 per cent. The increases will cost £280m, £20m above the Government's proposed ceiling.

## TOP SALARIES

## High earners fare the best

THE BASIC rise recommended by the Review Body of Top Salaries is 7 per cent but further targeted increases mean that the overall increase in the 1990-91 pay bill will be 11 per cent, more than any other group in yesterday's reports.

The highest increase will be 18.7 per cent, although the payment of all the rises are to be staged. Of the basic increase 6 per cent will be paid from April 1 and 1 per cent from January 1991.

The review body says it is concerned at the gap between the group covered and the private sector since it recommended substantial increases in 1985.

## ARMED FORCES

## Officers to get lump sum

ARMY officers serving on Regular Commissions are to be paid special lump sum bonuses at key career points because of continuing recruitment and retention problems identified by the review body on military salaries.

Under the recommendations, regular serving armed forces personnel will receive an average increase in basic pay of between 8.7 per cent and 9.5 per cent from April 1 1990.

The cost of the increases, including bonuses and allowances is put at £245.4m. The recommendations include a new system of bonuses for non-commissioned personnel in the Army and RAF.

## MEDICAL

## Doctors get up to 11.5%

THE Government rejected the recommendations for extra increases at the top of the consultants' scale and in the size of consultants' awards.

It accepted the recommendations of the review body, which, when fully implemented, will result in an average pay increase for hospital doctors of 9.5 per cent and 11.5 per cent for GPs.

For nurses, the report, the seventh of the nursing staff review body, says that it remains to early to judge the effect of the new flexible grading structure, staffing, and the flexible pay scheme introduced last year is also too new to assess.

## Propaganda war of dirty tricks

By Ralph Atkins and Jimmy Burns

THE controversy surrounding Mr Colin Wallace, which this week has strangled prominent politicians in Labour, Conservative and Unionist parties, goes back more than two decades.

In 1968, as Northern Ireland's "troubles" were beginning to erupt, Mr Wallace was appointed as information officer for the army in Northern Ireland at its Lismore headquarters near Belfast. He was a civil servant with an equivalent army rank of major.

In the months following Wallace's appointment, the information department of the army in Northern Ireland was reorganised to provide an effective propaganda tool.

The Government has admitted that a job proposal, almost certainly drafted with Mr Wallace in mind, straddled the grey area between supplying official information cleared for public release and the deliberate leaking of stories as part of a propaganda war.

At the centre of Mr Wallace's allegations was the "Clockwork Orange" project. Its aim was to spread information about the Provisional IRA's organisation and activities.

Mr Wallace claims Clockwork Orange was extended to cover Protestant organisations and individuals who were blocking Government attempts to break the political deadlock in the province.

In the House of Commons it has been alleged that the MoD smears may have extended to include Mr Edward Heath, the Conservative prime minister until 1974 and Mr Harold Wilson, his Labour successor.

The circumstances surrounding Mr Wallace's dismissal have led to allegations that he was driven out of the civil service because he threatened to reveal the extent of the security forces activities.

The Government has this week set up an inquiry into his appeal.

In 1981, Wallace was arrested and tried on a charge of murder, later reduced to manslaughter for which he got ten years. He was released on parole. In his book on the Wallace case, journalist Paul Foot alleges Wallace was framed.

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## Charter airline calls in receiver

By Charles Leadbeater, Industrial Editor

THE steep fall in demand for package holidays abroad yesterday claimed its most significant victim yet as British Island Airways, the loss making charter airline, called in the receiver.

BIA's six BAe 1-11 jets and the four McDonnell Douglas MD-80s it leases, were grounded immediately after the announcement, leaving hundreds of holidaymakers stranded.

BIA's collapse reflects the depression which has descended on the charter airline industry with a decline of at least 25 per cent in package tour bookings for this summer, after a 10 per cent fall last year.

The company, which is quoted on the Unlisted Securities Market, rose to prominence by flying Mrs Thatcher around the UK during her last two general election campaigns.

BIA, the carrier said to be the prime minister's favourite airline, has gone under at the end of the week which has confirmed that higher interest



'Favourite airline': BIA's best-known passenger in better days

rates and lower consumer spending, are starting to bear heavily on weaker companies in consumer-related industries. BIA asked its bank, Lloyds Bank, to call in the receiver to end a desperate struggle to stay in business, after it reported a £4.9m loss in the first half of this financial year.

In the wake of a £2.9m loss in 1988, the company's shares have not been traded since November 87, when they were suspended at 30p after Mr Peter Villa, BIA's chairman said the company needed time to clarify its financial position. The company employs 386 people at Gatwick airport.

## BA to start Glasgow-US service

By James Buxton

BRITISH AIRWAYS is to operate direct flights a week between Glasgow and New York from August 3, Lord King, the airline's chairman said in Glasgow yesterday.

His announcement puts further pressure on Mr Cecil Parkinson, the Transport Secretary, to scrap the rule requiring transatlantic flights from Scotland to use only Prestwick airport. Mr Parkinson is reviewing the status of Prestwick, which is under-utilised, and had promised a decision "early in the New Year".

Lord King said that the flights, using Tristar aircraft,

would operate on Fridays, Saturdays and Sundays. Fares would be the same as for flights from London and Manchester. He was "fairly confident" that Mr Parkinson would decide to allow intercontinental flights from Glasgow.

The lack of a statement from the Government was one reason for the length of time between the Civil Aviation Authority's granting of a licence to BA last December and the August start date. The main reason, however, was shortage of aircraft as a result of late deliveries of Boeing 747-400 aircraft caused by the

recent strike at the US aircraft maker's Seattle plant.

Lord King said that BA would not run the Prestwick service if the Government continued that airport's monopoly. He said BA wanted a daily service as soon as possible.

Officials say the delay in Mr Parkinson concluding the review is due to the time taken to examine the 1,100 submissions received on the issue.

British Airways is to merge its marketing and operations departments following Mr Peter Owen's decision to resign as director of operations after 20 years with the company.

## Lawson to become director at Barclays

By Peter Norman, Economics Correspondent

NINETY-NINE days after his spectacular resignation as Chancellor of the Exchequer, Mr Nigel Lawson yesterday found a new outlet for his talents.

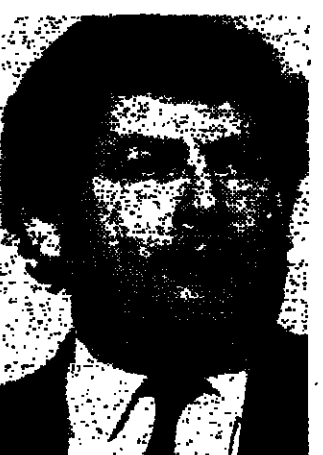
It was confirmed that the Right Honourable Member of Parliament for Blaby would become a non executive director of Barclays Bank PLC and Barclays PLC, its holding company, and an adviser within the Barclays group.

Mr Lawson's advisory role will involve two days' work a week at Barclays de Zoete Wedd, the investment banking arm.

Last night, Mr Lawson told the Financial Times that his work on the overseas side of BZW's business would be "particularly important".

He said that his "part time job with a leading British financial house" fitted in well with plans to write a book and remain in politics.

It is understood that Mr Lawson will be paid around



Mr Nigel Lawson

£100,000 a year for his work with the Barclays group, more than making up for the loss of his £56,627 a year salary as a cabinet minister.

Another attraction of Barclays and BZW was that the

two companies are British owned. Mr Lawson has also known Sir Martin Jacob, the chairman of BZW, and Sir John Quinlan, the Barclays chairman, for many years.

Indeed his links with Sir Martin go back to the 1950s when Mr Lawson was a journalist on the Financial Times. Sir Martin was then a barrister and wrote legal items for the newspaper. The two men became friends. Sir Martin is the godfather of Mr Lawson's daughter, Emily.

Sir John said: "He can help us open doors across the world. He has tremendous experience and imagination in financial engineering. He has a tremendous range of contacts".

Mr Lawson will not be expected to advise the bank on aspects of British economic policy. However, his thoughts on these matters are sure to bulk large in his book, which he hopes will be published after the next general election.

The former Chancellor is currently negotiating with publishers about the book, which will probably take the form of reflections on his time as a minister rather than a conventional autobiography.

Mr Lawson is expected to start his new City career shortly. Whereas senior civil servants have to be placed in purdah before moving to lucrative post-retirement jobs, former ministers are free to follow their own judgement on how soon they can begin boardroom life.

For Mr Lawson, the chance of earning more than an MP's annual salary of £26,701 will be especially welcome. He has a young family to support. He has been living in London in a house lent by friends since losing his Downing Street house.

Last night he said that he might take one other directorship but would not seek "a clutch of them."

Lex, Page 14

## Stock Exchange alters its rules as dust settles after the Big Bang

Richard Waters examines the latest overhaul in market dealing

IN about a month, the Stock Exchange's council is likely to vote on the first overhaul of the market's dealing rules since Big Bang more than three years ago.

The aim is to re-inforce a system which has proved itself vulnerable since the collapse of October 1987. The Exchange fears that without significant changes, the UK's central equity market could face fragmentation.

To purists, the changes represent a significant step back from the ideals expressed when the rules were adopted by the Exchange's council, in July 1984. Yet broker-dealers argue that there is no option if the London market is to survive in its present form.

The changes have been proposed by a special task-force set up by the Exchange's domestic equity market committee - the most powerful of the myriad committees within the market - under the chairmanship of Mr Nigel Elwes of Warburg Securities.

London's trading system relies on competing market makers quoting prices at which they are prepared to buy and sell shares. Prices at which deals are done are then reported to the Exchange and published.

The level of transparency at both levels took a turn for the worse a year ago. Soon after it was set up, the Elwes committee recommended, and the council accepted, that market-makers should no longer be obliged to deal with each other at the prices they quote on SEAQ automated quotation screens, and that trades above £100,000 would no longer be published immediately to the market as a whole.

This brought immediate claims from newer entrants to the London equity market, par-



Nigel Elwes: his committee believed Big Bang was unfair

ticularly those from the US, that established firms were trying to bend the rules in their favour. City regulators also looked askance on what appeared to be a retreat from the ideals espoused by the Exchange at the time of Big Bang.

The Elwes committee said it had no option. It said that broking firms, already reeling from falling profitability, were exposed unfairly to loss by the Big Bang market system.

Computers were able to use information about what trades had been done to launch predatory attacks on firms that had taken large positions in a particular stock.

"Fair-weather" market-makers were said to be prospering at the expense of genuine market-makers, by "piggy-backing" on their trades to make a living.

each other and improving the trade reporting system. But to satisfy the concerns of larger firms, it is proposing a system of performance measurement to ensure that market-makers fulfil their obligations.

Some of the heat has gone out of this issue over the past year - in part because fair weather market-makers are now believed to pose less of a threat than was at first thought.

Within the Exchange, there also appears to be a sense that such firms pose less of a threat than was perceived a year ago - though for very different reasons.

The Elwes committee is also likely to make one recommendation beyond its brief - that the Exchange should consider reactivating its compensation fund, which was replaced by a compensation scheme set up under the Financial Services Act. The FSA scheme covers the first £20,000 of a loss and 90 per cent of the next £20,000 - a maximum of £40,000. The old Stock Exchange fund, by comparison, covered losses of up to £250,000.

The extent of cover provided by a new fund to top up the FSA scheme would depend on factors which have not yet been explored, such as the amount and cost of insurance cover for brokers.

The level of compensation offered by other European markets is also likely to be a factor - as competition between European markets increases, London will not want to get left behind.

One official said: "There's a different sort of attitude. It's not the attitude that we saw at the end of 1988. Some people then were behaving very badly. Now there is a general acceptance of the rules."

large bargains is unlikely to be reinstated, though. The Exchange is unrepentant - an official, who declined to be named, said: "To have total liability in the market is not realistic. You cannot in any way expect a system to work efficiently if it requires people to disclose when they are taking a major bull or bear position."

The crude £100,000 threshold will be replaced by a more sophisticated system based on the "normal market size" for each stock.

In crude terms, bargains which fall within these limits will be published promptly, while details of larger deals will be delayed.

By these means the Exchange hopes to maintain the commitment of the large securities firms to the central equity market. It fears that more stringent rules would undermine their position and drive business from the market.

In a further move to draw more business to the market, the Elwes committee will recommend a new dealing system for small bargains - a new "green strip" on SEAQ screens, on which will appear the best price quoted by any firm for small transactions in a particular stock.

This is likely to be keener than the current "yellow strip" price for large bargains, and so would offer most investors a better deal.

In an important move, members of the Exchange would be required to route bargains to the firm offering the "green strip" price, rather than simply matching it themselves.

The committee believes this will mean that the firm that quotes the best price will win the business, and so should encourage keener quotes.

## Record loss of £441m posted by ECGD

By Stephen Fidler, Euromarkets Correspondent

BRITAIN'S state export insurance body, the Export Credits Guarantee Department, posted an unprecedented £441m trading loss in its last financial year, five times more than the previous year's shortfall.

The loss, disclosed by Treasury officials yesterday, was due to a sharp rise in provisions on its loans to developing countries.

The accounts, for the year ended last March, also suggest that a further sharp rise in the cushion against bad debts can be expected for the current year.

levels. This week, the Bank published a new matrix indicating bank provisions should rise from an average of about 30 per cent to 50 per cent of their exposure loans to problem Third World debtors.

The loss raises the cumulative deficit of the ECGD from £252m to £693m.

The ECGD has now made provisions of £3.25m against its total portfolio of about £12bn. New provisions last year amounted to £770m, compared with £213m a year earlier.

The department was due to disclose the figures at a news conference next week, when it is likely to emphasise that the provisions have been made for the most part on loans made a long time ago and compare

with cumulative lending of some £220bn in support of UK exports over its 70-year history. Of 15 important middle-income countries with debt problems, seven are not now being covered for medium and long-term lending, Mr Nigel Elwes, second permanent secretary at the Treasury-told the House of Commons Select Committee.

They are Argentina, Bolivia, Ivory Coast, Ecuador, Nigeria, Peru and Yugoslavia. An eighth, Brazil, has said it will delay payments to government creditors.

The ECGD's borrowings from the Treasury's consolidated fund rose in the year to about £1.7bn from about £1.5bn.



The conclusion of a series on British Aerospace examines its car and other diversifications

# Honda's backroom role in fly-drive synergy

Kevin Done assesses the contribution of Rover and its partner



Rover's survival will depend on a new generation of products which includes the Land Rover Discovery

BAA acquired Rover largely debt-free after the Government had pumped in £547m. BAA also gained further financial concessions variously valued at up to £38m, plus tax concessions, the final value of which remains unclear.

Certainly BAA was pleased with the terms of the deal based on its own valuation of the assets. Its 1988 balance sheet revealed a capital reserve of £894m, an increase from £65m in 1987, the increase of £829m "arising from acquisitions", chiefly the Rover Group.

Furthermore, it has since recouped a large part of the £150m acquisition price, which in any case it has still not paid and will not pay until the end of March 1990, a concession valued at £22m. It has sold off certain Rover stakes in non-core businesses, raising £126m from DAF and Iseti alone.

Smith insists that BAA was not buying Rover "for tax benefits or property; you don't build a business on tax, you build it on products and peo-

ple. The main thrust of our interest is product. We are buying the cars and the technology."

As a key condition in the purchase BAA took over responsibility for Rover's five-year corporate plan and the car maker's intention to invest £1.8bn in the business in the five years 1988-92. By the end of 1989 some £504m had been spent. Sir Graham Day, Rover Group chairman and BAA board member, says the issue at Rover is not its improving profits per se, but cash. "Can the business generate enough cash to make the investments to generate the profit?"

Rover profits last year were far better than BAA had expected when it began negotiating for the takeover in early 1988, but there is still a yawning gap between its financial performance and that of its bigger rivals. Most European volume car makers have been enjoying record profits in 1988 and 1989 buoyed up by very strong demand.

For BAA one of the most crucial attractions of the Rover deal was the

car maker's burgeoning relationship with Honda of Japan. "We would not have done this deal without Honda," says Smith. "We are linking with the most significant car manufacturing business in the world."

The hope is that the transfer of management techniques from Honda to Rover can also be extended to BAA itself. Despite the hyperbole it is clear that Honda has played a vital role in enabling Rover to survive over the past decade, by providing it with resources to plug gaping holes in its product line-up. The relationship will be formalised shortly, when Honda takes a 20 per cent equity stake in the Rover car and Land Rover four-wheel-drive vehicle businesses. In return Rover will gain a 20 per cent stake in Honda's UK manufacturing operations.

George Simpson, Rover managing director and recently appointed to the BAA board, says that the Honda link gives Rover "a position in the global motor industry we could not command if we stood alone. It gives

access to up-to-date technology in both management and in products."

The latest product of the Honda collaboration, the new generation Rover 200/Honda Concerto was unveiled in Europe in late autumn last year. Honda project management techniques have played a key role in Rover's ability to launch the car at its Longbridge, Birmingham, assembly plant "with obvious in-built quality from day one that in the past BL has had great problems in doing. We have adopted many Honda technologies in bringing this car to market," he says.

The new generation Rover 200/400 range, the associated K-Series engine, a revamped Metro small car to be launched in late spring, and the Land Rover Discovery introduced late last year together represent an unprecedented new product offensive for the Rover Group, which will largely determine its fortunes in the European market in the early years of the 1990s.

Lacking any stimulus from new products for most of 1989, Rover's car sales had continued to slump.

Sir Graham Day insists repeatedly that it is profitability and not market share that is Rover's main priority, but Simpson admits that "there is a volume in the UK below which one has to consider the distribution structure."

Rover has suffered enormous car sales problems too in the US, but Simpson insists that the company remains committed to the US car market. Rover can also point by contrast to the US success story of its Land Rover subsidiary, where sales of the Range Rover, the luxury four-wheel drive leisure/utility vehicle, jumped last year by 41 per cent. The company is also opening up new markets for the Range Rover in Japan and in Canada.

"To be successful we do have to sell 500,000 vehicles a year worldwide, but rather than increasing our UK market share we would see more of that number going into continental European markets," says Simpson.

Rather than sales volumes, Sir Graham Day prefers to point to the "significant" change in the group's sales profile which now includes a larger percentage of cars with greater added value. Rover's biggest car sales success last year was its 30-year-old Mini, however.

"In our current phase we still have some products competing head-on with those of volume producers. That is not, repeat not, part of our medium-term strategy," he said recently. "If our strategy proves correct, we will find that as Rover progressively changes, our product will also change and move into higher specified sectors of the market. That is the only route for us to take if we are to improve our profitability."

According to Sir Graham, the turnaround cycle at Rover will be 7-10 years starting from the autumn of 1986.

Previous articles in this series appeared on January 29 and 31.

## Watch this space

Conglomerates have hardly been the most fashionable flavour of the past decade. Yet British Aerospace, with its interests in defence, satellites, civil aviation, cars, and property development, among others, appears to have assembled the requisite components to qualify for that description.

It is one to which John Holt, managing director of BAA Space Systems, objects. Conglomerates tend to be hunking, inflexible and without internal logic. He argues that the company, far from conforming to this stereotype, is proving that it is flexible enough to diversify away from military activities towards high growth, non-defence sectors, using its technology and expertise to create new applications.

As an example, Holt points to the decision by BAA to move into the field of Personal Communications Networks (PCNs). These will provide cheap mobile communications for the mass market, allowing customers to make and receive calls anywhere in the country. This entry into PCN will be a considerable gamble for a company with little experience of consumer electronics and telecommunications markets. The art of signing long-term arms contracts with a handful of governments is not the same as selling consumer gadgets on the high street.

The diversification into PCNs hinges on the company's experience in both satellites and space. The world's space industry is highly competitive at the moment, so BAA has done well to win a number of satellite contracts from NATO and Inmarsat, the international maritime satellite communications organisation.

The move into PCNs provides the company with an opportunity, it believes, to enter a market which should grow rapidly during the 1990s. BAA hopes to become a service provider in the UK and compete with British Telecom and Mercury Communications when the duopoly comes to an end, which is scheduled for December this year.

The company also expects to be able to exploit its PCN technology within the UK, in Eastern Europe, on the continent as the PTTs are deregulated, and in developing countries where there is demand for telecommunications but where the cost of laying wire between far-flung towns

remains prohibitive. "BAA Space Systems is a highly flexible division, looking ahead all the time," says Holt. "In some respects, that is because of the market in which we operate. Space is uncertain. We have to take a pragmatic approach, keeping all the options open, listening to the customer."

He argues that this attitude provided the vision for BAA Space Systems to realise the potential of PCNs. He believes they could change the way that people view telecommunications - not in terms of location-to-location, but of person-to-person.

However, in finding other sectors into which to diversify, BAA has been a little slower off the mark. Raymond Mould, deputy chairman and chief executive of Arlington Securities, the property development company bought by BAA last August, admits that BAA entered the commercial development market as it was entering a downturn. Nobody is suggesting that 1990 is going to be a particularly exciting year, he says.

He argues, nevertheless, that in other respects the company has been far-sighted. BAA recognised the value of its original landbank and that of the properties provided by the controversial purchases of Rover and Royal Ordnance. In total, the company owns 35,000 acres. Rather than selling sites to the highest bidder as have other companies, such as British Gas, BAA decided that by buying Arlington it could develop the sites on its own account. Arlington hopes to increase its turnover by £200m over the next two years, from around £70m in 1988.

To offset any over-dependence on the UK market, Arlington is being encouraged by BAA to participate in the group's internationalisation by exploring overseas markets. It is already developing a business park in Calais.

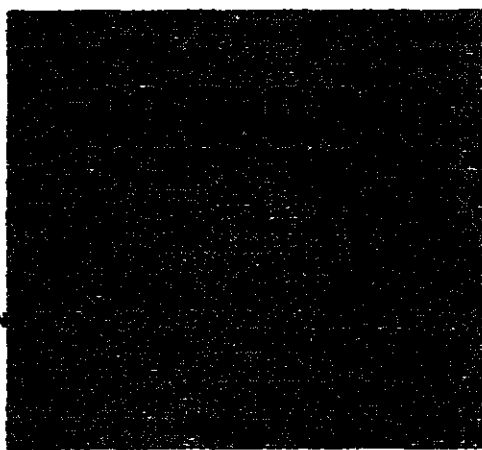
These telecommunications, space and property businesses are intended to provide BAA with a stream of revenue in the mid- to late-1990s when defence spending could begin to fall steeply. A slip up in the next couple of years would not have a severe impact on the company immediately but it could cast a shadow over its longer term prospects.

Paul Abrahams

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## THE PROPERTY MARKET

# Another kind of airport ground control

By Paul Cheeseright

Although Gordon Edington is an important figure in BAA's development, he is not the man to blame when things get rough at Terminal Four of Heathrow Airport or when the queues seem unending at Gatwick. BAA, once known as the British Airports Authority, has an estates division for that.

Mr Edington, rather, is the managing director of Lynton, bought by BAA in 1988 for £220m. And Lynton has a threefold role. First, to make efficient use of BAA's airport land which may already be partially developed. Second, to exploit surplus land at BAA's seven airports. Third, to run the Lynton business along lines established before the takeover; that is, property development off an investment base. It is a double-headed company: airport and non-airport property.

Now that the property industry is running into one of its gloomy periods, the umbrella of a major corporation is an attractive shelter.

The operations which Lynton undertakes are not quite, but nearly, impervious to the cycles of the property industry; the aviation industry has its own momentum.

And, for Lynton's activities outside the airports, the parent company provides a comfortable backdrop. Lynton is one step removed from the capital markets. It obtains money for development through the BAA treasury. Given that BAA is seen as a top class borrower, and in any case has a modest gearing of around 30 per cent, Lynton gets relatively cheap money. Mr Edington estimated that borrowing is one percentage point cheaper than it would otherwise be.

But Lynton in its pre-takeover days was never a racy spender on sites. Its landbank now is the BAA

landbank. So it is not sitting on sites which simply drain away funds. "If values have dropped it has clearly been on sites," said Mr Edington.

This financial strength puts Lynton in the position where over the next two or three years it can make acquisitions from companies forced to sell. Meanwhile, it has not delayed any of its own projects - the largest of which are in central London, just outside Birmingham and New York - despite the changes in the market.

"At the moment we have per-

ceived a lack of confidence in the market place. There are a fair number of enquiries, but conversion of that into leases has dropped off," said Mr Edington.

But, as the chart shows, Lynton has an investment portfolio which produces a steady stream of rental income. Yet for BAA, in the longer run, income from the investment properties and from development and trading profits is probably less important than the effect Lynton can have on the BAA balance sheet.

In the latest annual figures for 1988-89, BAA as a whole had pre-tax

profits of £198m and Lynton pre-tax profits of £8.1m. The numbers will change, but Mr Edington expects the proportions to remain the same.

In March 1989, Lynton's asset base was £378.5m of investment properties which had been passed into its account by the parent - mainly hotels and land. To put this into perspective, BAA valued its airport assets at £1.6bn. In the current year, given the state of the market, the Lynton total is likely to increase only slightly. BAA this year is revaluing its operational assets like

Total Returns (%)				
	Retail	Offices	Industrial	All property
Year to December 89	8.6	21.1	29.3	18.8
Quarter to December 89	-0.7	2.4	4.2	1.5
Month of December 89	-0.6	0.6	1.3	0.2

Source: Investment Property Database

terminals, runways and so on.

The combination of the BAA revaluation and the effect of the market on the Lynton portfolio means that the proportionate Lynton contribution to the BAA balance sheet in the immediate future is unclear. But over the longer term Lynton's activities both on and off airport lands should have an appreciable effect.

When Lynton moved in under the BAA wing, BAA transferred to it some £100m of land. This land was the basis of the original planning Lynton undertook on how best to exploit it. But that exercise revealed that BAA also had other land which could be more intensively managed - land, for example, which had

been ground leased to airlines needing support facilities but where only there was low density building.

At Heathrow Airport there is some 20 acres capable of immediate development and more later on, once sites have been unlocked; that is when Lynton has reached agreement with existing land users on the costs and benefits of putting holdings to a more intensive use.

At Gatwick Airport there is about 50 acres ready for use, suitable mainly for warehousing. In contrast to Heathrow where future developments are likely to be of general (B1) business space.

But Stansted, with 600 acres suitable for development and a new terminal ready for completion in March 1991, is the airport which offers Lynton the most obvious possibilities for development on a large scale. This will go ahead down two tracks. First, the provision of office buildings - and 100,000 square feet of accommodation is so far under construction. Second, the provision of warehousing and industrial space related to aviation uses.

Stansted is not quite a developer's dream, however. Lynton cannot allow imagination free rein. The planners of the Uttlesford District Council, into whose jurisdiction Stansted falls, are anxious that only air-related development should take place at the airport.

But Lynton's exclusive position is maintained because the authority

planners are equally anxious to resist any speculative property development outside the airport.

The four Scottish airports offer only limited possibilities. Opportunities for development are sparse at Aberdeen and Prestwick. They exist at Edinburgh for offices and warehouses, but only on a limited scale. Glasgow, given some expansion from an eventual opening to international traffic, is likely to want more back-up facilities; it is here that Lynton is likely to be most active. But there is no shortage of land at any of the Scottish airports.

Development on airport land is a delicate matter. BAA's main business, obviously, is to have its airports running smoothly; it has the Office of Fair Trading watching it does that without abusing its monopoly position.

From this it follows that the Lynton role in making more efficient use of airport land has to be subordinate to the general aim of BAA's main line of business.

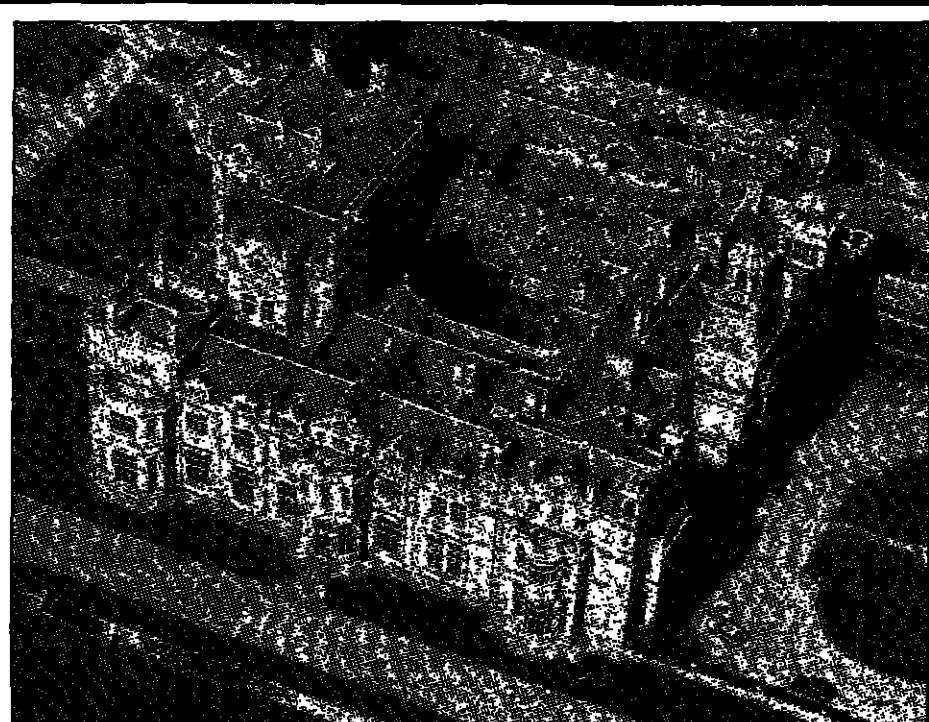
Thus, if a building is needed to bolster airport services - additional flight catering facilities, for example - then it will have to be built regardless of the developer's usual margin.

This is not to say that Lynton will not expect a return on buildings constructed for airport use. But it is to say that it is forced to approach its airport-related property business in a different way from its developments elsewhere.

Lynton, like most other developers looks for a margin of about 20 per cent on its non-airport activities. Such a figure tends to be reduced when there is the security of a pre-let, and in the case of airport-related projects this will often be the case, because building will take place in response to demand.

## Lynton's investment portfolio

Total value £278.5m



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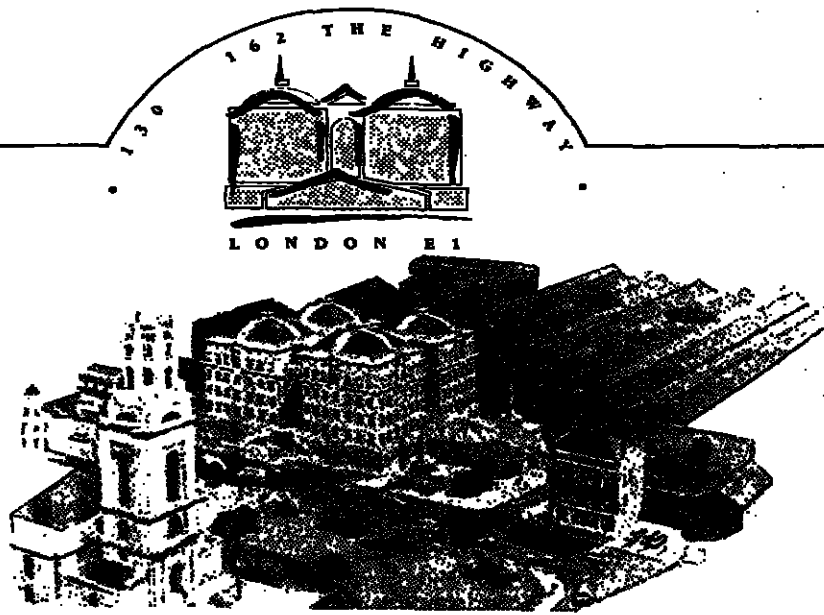
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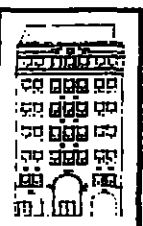
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## Arts Week

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## EXHIBITIONS

## London

**The Royal Academy: Frans Hals** - the great retrospective, already shown in Washington and due to go on to Hazlem, of the work of one of the greatest painters of the 17th century Dutch school. Master of the portrait, he was all but forgotten for 200 years after his death in 1681, and he remains an enigmatic and controversial figure.

**The Royal Academy: Inigo Jones** - a full study and exquisite show of the intimate drawings and designs of the greatest of British architects, only excepting Sir Christopher Wren. Jones was architect to James I and Charles I, and Greenwich Hospital, St Paul's in Covent Garden and the Banqueting House in Whitehall remain to us as his masterpieces. Daily until February 25, except bank holidays.

## Paris

**The Louvre** The landscape in Europe from the 15th to the 18th century. The exhibition of some 150 drawings by Rubens, Bruegel, Poussin, Rembrandt and others retraces the development of two different conceptions of landscape representation with the scientific treatment of perspective favoured in Italy and the more atmospheric one prevalent in the northern countries. Pavillon de Flore. Closed Tues, ends April 23 (40205151).

**Musée d'Art Moderne de la Ville de Paris** Kupka (1871-1957) or The Invention of Abstraction. The subtitle of the vast retrospective sums up the progress of the Czech-born artist from Vienna-inspired symbolism to non-figurative canvases where glorious colours acquire a life of their own. 11 Avenue President Wilson, closed Mon, ends Feb 25 (47285127).

**Musée Carnavalet** Paris in daguerotypes celebrates the 150th anniversary of the birth of photography with an exhibition of some 150 old daguerotypes completed by 30 modern ones. 31, rue des Francs-Bourgeois, closed Mon, ends Feb 28. Institut du Monde Arabe, Egypt. An exhibition of 25 obelisks, including the most recent finds, starts with statues and bas-reliefs dating from the middle-empire, continues with a golden crown of a high priest of Osiris with some elements

of Roman art and Coptic icons and concludes with Islamic exhibits. 1, rue des Fosses-Saint-Bernard (closed Mon). Ends March 18 (40313358).

**The Louvre and the Chateau de Versailles** David. A retrospective consisting of 94 paintings and 185 drawings is held simultaneously in the Louvre and in the Chateau de Versailles. It retraces the artistic development of the founder of neo-classicism who, cutting free from rococo's frivolities, preaches the Roman republic's rigorous virtues in The Oath of the Horatii and in The Lictors returning to Brutus the bodies of his sons. Louvre closed Tues, Chateau de Versailles closed Mon, both exhibitions end Feb 12.

## Brussels

**Galerie 157 Brachot**, 62a Avenue Louise, works of Joseph Buys. Closed Monday, ends Feb 17.

**Musée Royaux des Beaux-Arts** Seventeenth century flower paintings: a selection from the museum's collection of Flemish and Dutch masters. Closed Monday, ends Feb.

**Archives Générales du Royaume** Grand Salon, commences at 10.30. A short-lived declaration of independence from the Austrian Empire and the subsequent power struggle between France and Austria for control of Belgium. Daily, closed Sunday, ends 31 March.

## Rome

**Villa Medici and Palazzo degli Uffizi** A homage to Andre Masson, 350 works by the French surrealist painter spread inconveniently over two sites, connected by a half-hourly bus. Ends Feb 15.

**Galleria Nazionale d'Arte Moderna** Jean Dubuffet. Immensely enjoyable exhibition which includes drawings, paintings and sculpture from the 1920s up to the last works of the early Eighties, with sally and illuminating quotations from Dubuffet's writings. Ends Feb 25.

## Milan

**Castello Sforzesco** Henry Moore retrospective. 49 sculptures covering the years 1938-1983, the larger of which are seen to excellent effect in the courtyard of the 15th century castle, while the smaller bronzes, preparatory studies and drawings are shown inside, in the beautifully lit Sala Visconti. Ends March 25.

**Palazzo Reale** Fernand Léger retrospective: includes over 150 works - paintings, watercolours as well as book illustrations. Ends Feb 18.

## Madrid

**Centro de Arte Reina Sofia** Antonio Saura. 70 works by the Spanish artist painted between 1956 and 1985. The exhibition focuses on four themes: Ladies, Crucifixions, Goya's dogs and Moloches. Ends March 19.

**Palacio de Velazquez** Art in Latin America. The exhibition

analyses the sources and development of art in Central and South America, from the wars of independence through to the present day. Ends March 4.

**Fundación Juan March** Jan Woodner collection of works by Odilon Redon consisting of some 100 works in various media, illustrating the different aspects of the French symbolist painter's work. Ends April 1.

**Museo del Prado** Following the highly successful Velazquez exhibition at the Metropolitan, the Prado is now host to the largest show to date of works by the great 17th century artist. Fifty of the 80 paintings at the exhibition belong to the Prado, the rest have been borrowed from various collections around the world and in some cases are being shown in Spain for the first time. Ends March 15.

## Barcelona

**Palau de la Virreina** Meret Oppenheim (1902-1985). Retrospective exhibition. Some 130 works by the German surrealist artist including paintings, sculptures, drawings, objects, collages. Ends March 25.

## Frankfurt

**Schirn Kunsthalle**, Am Römerberg 6. The Surrealists. Around 600 paintings, drawings, photos and objects are on display with works by Masson, Tanguy, Man Ray, Tanning and Ernst. Until Feb 18.

## Bremen

**Kunsthalle**, an wall 207. Gotthard Graubner: Painting on paper. 130 watercolours, gouaches and pictures with a mixture of technique by the year-old artist are exhibited until Feb 18.

## Hamburg

**Kunsthalle Glockengießerwall** Jan Hamilton Finlay with works from the French Revolution. Ten of the Scottish painter's projects including reliefs and 40 graphics works are on show until Feb 25.

## Hanover

**Sprengel Museum**, Kurt-Schwitters-Platz. Der blaue Reiter (The Blue Horse). This museum is displaying around 61 pieces from its own collection as well as some additional paintings on loan from East Germany and by other artists who belonged to the same Munich-based group. Works by Wassily Kandinsky, Franz Marc, August Macke, Alexei von Jawlensky, Gabriele Münter and Marianne von Werfelin can be seen until Feb 11.

**Kestner-Gesellschaft**, Wurmstrasse 18. A retrospective of the Spanish painter Joan Miró (1893-1983), with around 120 works on loan from Spain. Ends Feb 19.

## Cologne

**Museum Ludwig**, Bischofsplatzstrasse 1. The most comprehensive retrospective on Andy Warhol, who died in 1987, with around 160 pieces from New York. They can be seen only in Cologne until Feb 11. The retrospective includes works from the 1940s and 1950s as well as his famous portraits of Elvis Presley, Marilyn Monroe, William Batty, and paintings based on advertisements.

**Munich** Städtische Galerie im Lenbachhaus. The most complete retrospective of the expressionist painter Karl Schmidt-Rottluff to date with almost 370 works from 70 private and public collections. After the Kirchner and Heckel exhibitions, this is the third significant project from one of the founding members of the Brücke group. Schmidt-Rottluff, who died in Berlin in 1976, was strongly attacked during the Nazi years.

**Vienna** The Künstlerhaus (a host to Mercury and the Muses, a vast collection of artifacts, documents and objects from Leipzig, on display for the first time. The collection, ranging over four millennia, contains treasures from Ancient Egypt, Greece and Rome. The exhibition also contains European painting from the middle ages to the 18th century, including works by Caspar David Friedrich. Ends Feb 18.

**New York** Pierpont Morgan Library. The library's superb collection on Gilbert and Sullivan, including autograph scores and libretti, letters and memorabilia, is the centrepiece of this exhibit, the most comprehensive ever mounted on the Victorian operetta masters with more than 400 items on view. Ends Feb 18.

**New York Public Library** More than 125 documents of the Abolitionist Movement, including photographs, letters and rare books, display the spirit and drive of the long effort to free the slaves. Ends Sept 15.

## Washington

**National Gallery** Highlighting this decade's renewed interest in printmaking in America, the 100 prints comprise a special exhibit borrowed from the collection of Joshua P. Smith, among them works from major contemporary artists including Jasper Johns, Richard Diebenkorn and Alex Katz. Ends April 8.

## Tokyo

**Sessa Museum of Art**, Ikebukuro. Andrew Wyeth: Helga. A selection from the many paintings and sketches Wyeth made of his favourite model over a 15 year period and not revealed to the world until 1986. A secret obsession or commercial ruse? Tobacco and Salt Museum, Shibuya. The Way to Narita. Not Tokyo's international airport, but the nearby Shinjō Temple, a major destination for pilgrims

## OPERA AND BALLET

## London

**Royal Opera, Covent Garden** The long-awaited new production of Borodin's *Prince Igor* by Andrei Serben is a collaboration of the Royal Opera and Ballet, conducted by Bernard Haitink, and features a splendid cast of Eastern European principals: Sergey Leiferkus in the title role, Anna Tonova-Simova, Elena Zarembo, Alexey Steblyanko, Nicola Ghiuselev, and Paata Burchuladze.

**The Royal Ballet at Covent Garden** performs its clutched *Swan Lake* on Fri, Sat and Tues. English National Opera, Coliseum. David Pountney's curious *Traviata* production (this is the one with the cornfield on stage in Act 1) returns with Helen Field in the title role, and Alan Ogie and Edmund Barham as the Germonts. The company undertakes a Berlin rarity, *Beatrice and Benedict*, his late, ravishingly beautiful version of *Much Ado About Nothing*, produced by Tim Albery, conducted by Mark Elder, and with Ann Murray, Philip Langridge in the title roles. Further performances of *Faust*, in Ian Judge's deft, fast-moving, extremely successful production (using the original spoken dialogue).

## Paris

**Théâtre des Champs Elysées** European 18th century baroque operas conducted by René Clemencic. *Testosterone Argonnette* (1780) a two-act opera from Portugal in the Gulbenkian Foundation Production (Mon). *Dafne* in *Leandro* (Fri) a two-act opera from Austria in concert version (Thurs). *L'Olympiade* (1794) a three-act opera from Italy in concert version (Sat). (47203637).

## Antwerp

**Koninklijke Vlaamse Opera** The Royal Flanders Opera in *Haydn's L'infantina* Delos. Sigiswald Kuijken conducts La Petite Bande Orchestra, staged by Philippe Lenaël.

## Vienna

**Staatstheater** *Jenafä* by L. Janacek. *La Traviata* by Verdi. *La Naxos*

## Munich

**Herbert Schick** (cello) and Paul Gude (piano). Bach, Krumpholtz and Beethoven. (Sat) Herkules.

**London** National Symphony Orchestra conducted by Stanley Black. Rosini, Berlioz and Tchaikovsky (Sat). Barbiere (Mon). (838 8891).

**London** Philharmonic Orchestra conducted by Kurt Masur. Schumann, Debussy (Sun). Royal Festival Hall, South Bank Centre (928 8800).

## Paris

**Trío Tchaikovsky** (Mon). Salle Gaveau (4552350).

**Orchestre Colonne** conducted by Philippe Entremont. Karen Adam (violin), Gary Hoffman (cello). Brahms, Boulez, Debussy (Mon). Salle Pleyel (4552875).

**Orchestre de Paris** and Ensemble Intercontemporain conducted by Pierre Boulez. Varese, Debussy, Bartók (Wed, Thurs). Salle Pleyel.

**Orchestre National de France** Levinas, Schnittke, Bartók (Thurs). Radio France, Grand Auditorium (42801518).

**Brussels** Royal Flanders Philharmonic Orchestra conducted by Gunter Neuhaus with Christina Orris (piano). Beethoven, Chopin and Schumann. Palais des Beaux-Arts (Sun).

**London Symphony Orchestra** conducted by Michael Telson. Thomas plays Berlioz, Tchaikovsky and Mozart (Thurs). Palais des Beaux-Arts.

**Frankfurt** Frankfurt's Radio Orchestra conducted by Gerhard Schwarz with pianist Christian Zacharias. Aaron Copland, Beethoven, Webern and Mendelssohn (Wed Thurs). Alte Oper.

## Amsterdam

**Nederlands Dans Theater** in Jiri Kylian's *Tomte-School* to music by Maurice Kagel (Fri). A new production of Mozart's  *Così fan tutte* from the Netherlands Opera, directed by Jürgen Fimm, with the Royal Concertgebouw Orchestra conducted by Nikolaus Harnoncourt. Charlotte Margulies (Fiorilla), Laurence Dale (Ferrando), Gilles Cachemille (Guglielmo) and Iris Vermillion (Dorabella) (Mon, Wed). Muziektheater (255 445).

## Barcelona

**Gran Teatre del Liceu** *Elektra* by Richard Strauss, produced by the Royal Théâtre de la Monnaie and Opera National Bruxelles, with Eva Marton in the title role and conducted by Uwe Münd (318 92 77).

## Brussels

**Forest National** The Bolshoi Ballet and Orchestra conducted by Alexander Kopylov in *Othello* with Natalia Bessmertnova and Irak Makhamedov.

## Hamburg

**Oper** *Die Walküre* by Wagner. The title role, *Othello* by Shakespeare, with a strong cast led by Vladimir Atlantow, Sharon Sweet, Franz Frenkel and Edda Kuhn.

**Cologne** *Die Fledermaus* is a well done repertoire performance with Joseph Probst, Alfred Kuhn, Gabriele Fontana.

## Bonn

**Oper** The successful Yvonne Vanzo's *Spartacus* ballet, offered for the last time this season.

## Frankfurt

**Oper** *Der Zigeunerbaron* features Adalbert Waller, Carlos

*di Figaro* by Mozart. Ballet: *Verklärte Nacht* by Schoenberg, Wiesenthal by Albin Berg. *Les Noces* by Stravinsky.

**Volkoper** *Die Zigeunerbaron* by Johann Strauss. *Ries und Käte* by Cole Porter. *Così fan tutte* by Mozart. *Mignon* by A. Thomas. *Hoffmanns Erzählungen* by Offenbach. *Die Zirkusprinzessin* by Emmerich Kallman. *Die Lustige Witwe* by Lehár.

## Berlin

**Oper** *La traviata* returns with Julia Varady, Marcia Bellamy, Fernando de la Mora and George Fortune. *Fidelio* in Jean-Pierre Ponnelle's wonderful production with Janis Martin, Barbara Vogel, Gerd Feldhoff and Spas Wenikoff. *Der Troubadour* features Sharon Sweet, Ruth Hesse and Cornelia Murg. *Der Nussknacker* has Rudolf Nureyev choreography.

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## Utrecht

**Nederlands Philharmonisch** with vocalists, Hermann Haenschon conducting. Mahler, Zemlinsky (Fri). Vredenburg. (31 46 44).

**Radio Philharmonisch** under Kent Nagano, with Peter Gellies (flute), Schumann, Beethoven, Prokofiev (Sat). Vredenburg. (31 45 44).

## Barcelona

**Colorado Quartet** Mozart, Bartók, Beethoven (Wed). Fundación Caja de Pensiones (317 57 57).

**Mikita Magaloff** (piano). Scarlatti, Beethoven, Debussy, Stravinsky, Chopin (Thurs). Palau de la Música Catalana (301 69 43).

## Madrid

**Spanish National Orchestra** conducted by Ferdinand Leitner, with André Watts (piano). Brahms, Strauss (Fri-Sun). Auditorio Nacional de Música (337 01 00).

**Moscow Virtuosi** conducted by Vladimir Spivakov. Gubaidulina, Britten, Schubert (Fri). Bach (Sat) Auditorio Nacional de Música (337 01 00).

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**Symphony Orchestra of the Tchaikovsky Conservatoire** (Moscow) conducted by Leonid Mikolajew, Ruggero Raimondi (bass). Musorgsky, Rimsky-Korsakov, Borodin, Tchaikovsky, Glinka, Verdi (Wed). Auditorio Nacional de Música (337 01 00).

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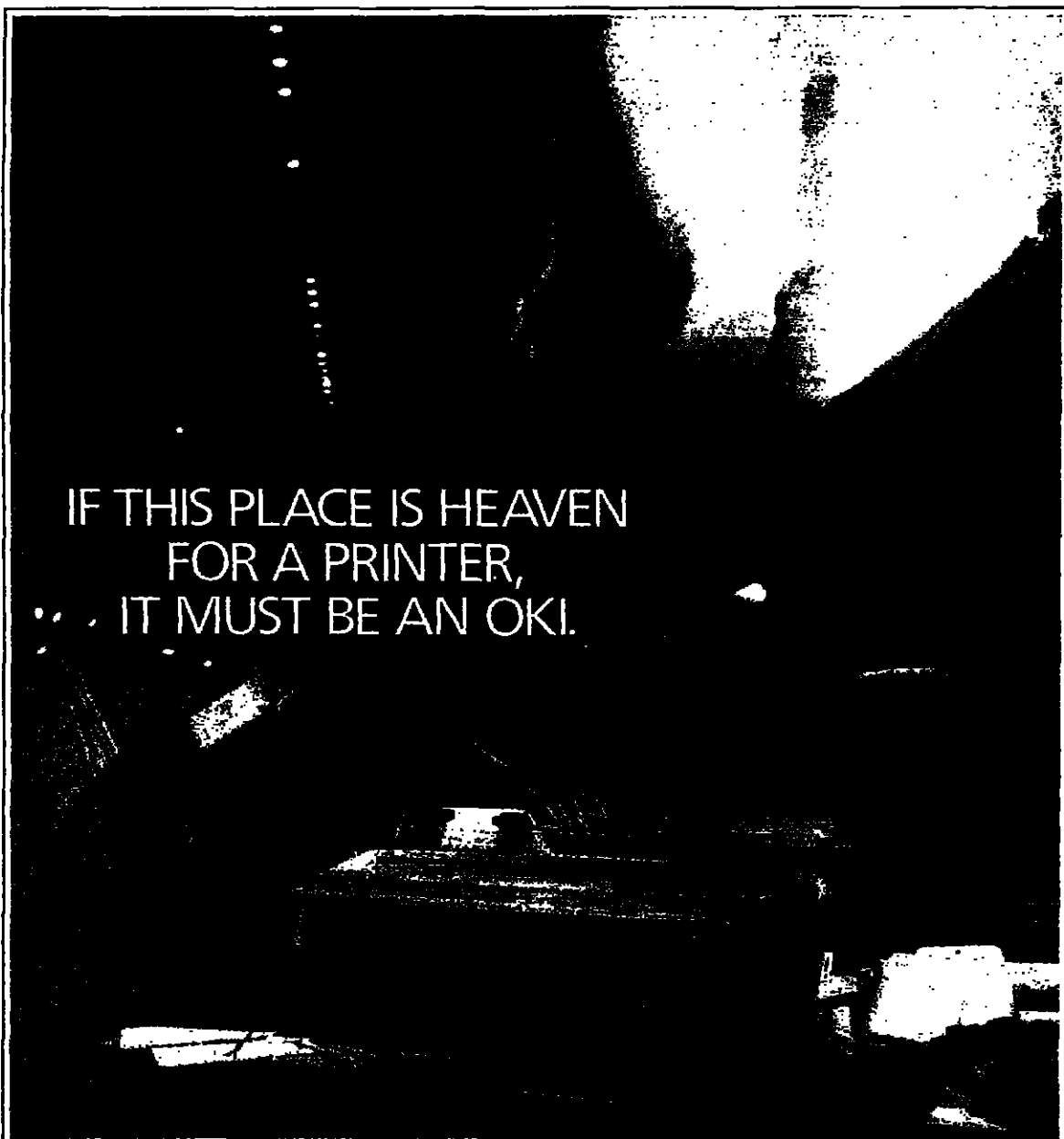
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IF THIS PLACE IS HEAVEN  
FOR A PRINTER,  
IT MUST BE AN OKI.

It's a tough environment for an office printer. The shipping area of a steel factory where heat, grime and the rugged hands of steel workers would be living hell for an ordinary printer.

But after a year of continuous performance, 8 hours a



# The Naked

HAYMARKET STUDIO, LEICESTER

The first theatrical coup comes within a few seconds. Pamela Fielding enters as a honey-lipped, sees someone else there, and retreats inconspicuously. Simon Usher's masterly direction makes the spectacle seem almost natural, but thereafter fights a losing battle against Miss Fielding's natural inclination to seize the reins and gallop away with even those scenes in which she should be a bystander.

Miss Fielding rushing on with the news that "they've knocked down a poor old man" - squashed "in flat" in the intonation of the late Irene Handl and the eye make-up of Theda Bara is more hypnotic than Pirandello's prismatic probing of personality, even in this well-cast revival of the comparatively rare *Vestire gli Ignudi*.

Speeding (90 minutes, no interval) through the three acts of this facet-turning, kaleidoscopically shifting examination of a sordid suicide attempt certainly leaves no time for the agonisingly wordy and cumbersome setting-up that crippled the National's recent *Man, Beast and Virtue*; but it leads to a final verbal whirligig which characters gabble through their own "truth" versions of what happened, sometimes completing one another's statements, confusingly throwing in the pronoun "she" without clarifying whether this refers to the unhappy girl or her employer's deranged wife.

A deliberate blur to smudge even further Pirandello's superimposition of different truths, or appearances of truth, perhaps; but it does leave the audience breathlessly feeling it may have missed something. The wait-like

Erasia, out of hospital after swallowing poison, is sheltered by the writer. Not who excitedly fills in her history with the creative artist's intuition.

The press went to town on the girl's sacking from her post as a diplomat's nanny after a fatal accident to her infant charge. The girl was mistreated, bullied, perhaps even framed by the mistress of the house; and seduced by a young man who abandoned her for a well-connected fiancée.

Naturally, the others involved give their own sometimes contradictory version of events. The girl was having an affair with the master of the house; they were found in bed at the time of the child's accident; it was all made up by the wife.

To the fairly conventional idea of an event changing according to whoever is viewing it, Pirandello adds the element of individual choice. The decision of how to present yourself or your circumstances automatically throws other people out of kilter; gear-changes, new slants, adjustments are made, sometimes frantically, to accommodate each new vision of the truth. Responsibility and guilt are shoved around the company as in a game of "Pass the parcel."

The play was notably done in England in the early 1960s when the glamorous leading actress, with an irreproachably Pirandellian merging of fact and illusion, suffered a much-publicised off-stage depression. The home team of Leicester Haymarket's studio theatre gives us Valerie Gogan, beautiful, enigmatic, both vulnerable and knowing according to the shifting sands of the play's perceptions.

Martin Hoyle

# Abandon safe good taste and back a craftsman

British crafts are not synonymous with hairiness, wholemeal and macramé, says Susan Moore

Contemporary British crafts are respected and admired around the world. Who are its patrons? Americans, Europeans, Japanese. Perhaps 70 per cent of the best work produced in this country ends up overseas. As for audiences for crafts events here, they are hard to come by. A four-month Crafts Council exhibition such as avant-garde German jewellery, will attract around 10,000 visitors - though knitters, quilters and the like fare far better. A six-week seminar on collecting crafts planned by the Contemporary Art Society was abandoned last autumn because of lack of response.

Why are the British so indifferent? Is it explained by visual illiteracy, or a propensity to look backwards? Or is it simply the kind of lack of imagination that induces us to replicate unthinkingly the Regency dining rooms and George I drawling rooms of the time?

Enormous effort has been expended on attracting a new audience - and a richer one (few bidders are happy to experiment with over £5,000). Both major auction houses prefer to term these objects as contemporary decorative arts, the antiques of tomorrow (the specialist dealers who have sprung up are less squeamish). Anyway, saying one's son is a furniture maker is now unlikely to send shock waves around a cocktail party thanks to David Linley. At Saturday's private view for Christie's much-publicised auction of modern and contemporary decorative arts on Wednesday, the firm gamely provided champagne and Pop videos, and a gathering of young people who presumably had never passed through its portals before.

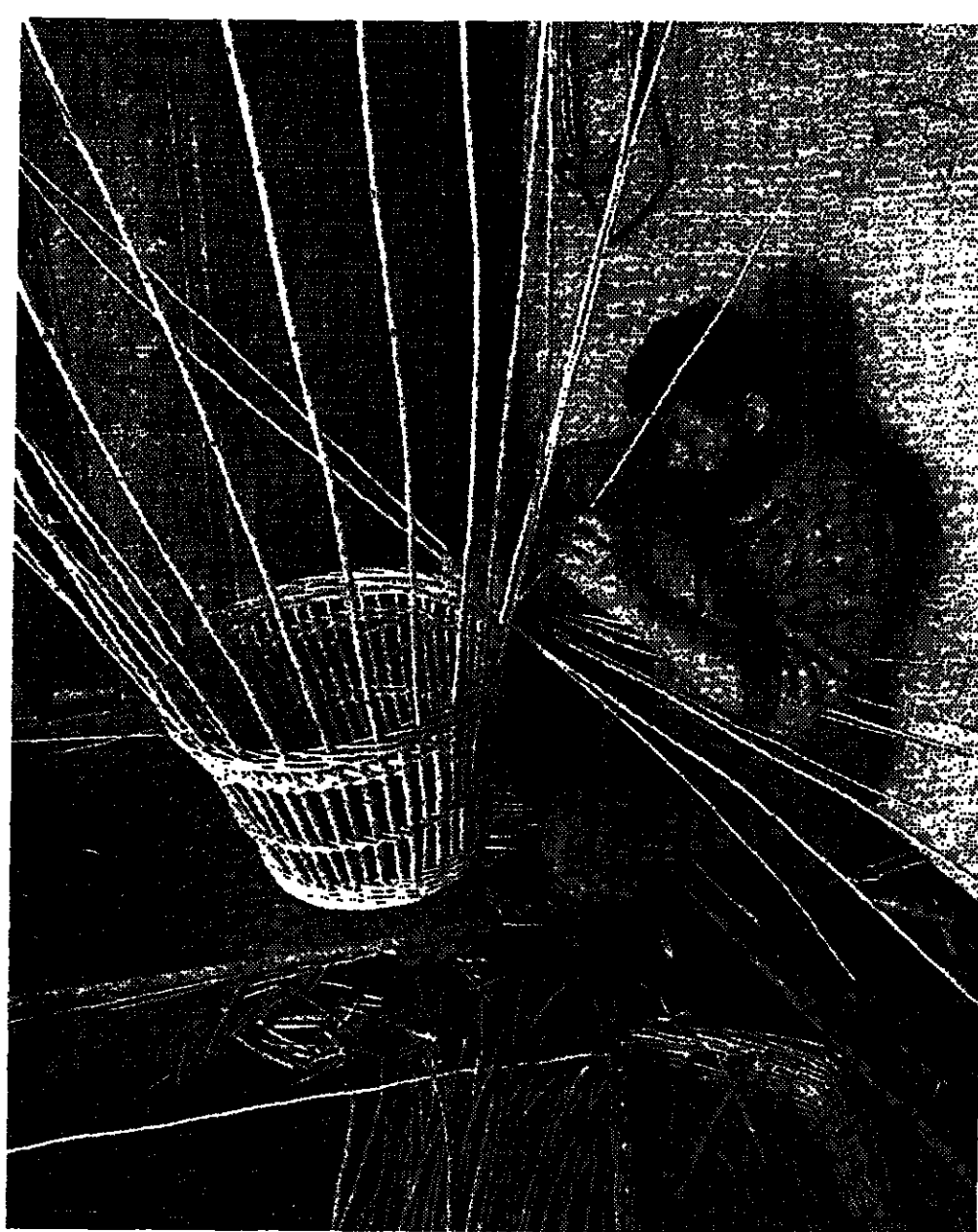
So keen is Japan's interest in British design that telegrams flew across the world as a result of Christie's latest catalogue, one of which virtually read: who is Sir Edwin Lutens? will he design a café? The trade, at least, has responded to the potential. Sotheby's launched the first auction at the beginning of the 1980s - it was not a success. In 1982, Christie's began offering specialist sales of contemporary ceramics, a field which has been developed very successfully (thanks to American bidding at the top end of the market). In 1985, the firm attempted to lure the collectors of Morris, Voysey, Knott and Liberty into the field of contemporary glass and, in 1988, furniture. What happened? British collectors carried on supporting the early 20th century, and overseas clients took off the modern design. But, Paul Greenhalgh of Christie's assures me, the tide is turning.

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Perceptions may be changed again by *Six Crafts on Four* - a series for Channel 4 due to go on the air from March 13. As its title, "Not Pots," suggests, there is not one wobbly pot in sight. Nick Gifford's imaginative photography avoids visual cliché, and the craftsman is allowed his or her own voice. Each episode presents one craft and two makers with very different approaches. "The Basketmakers - Beyond Therapy" contrasts David Drew and Lois Walpole. Drew, who is the embodiment of the Arts and Crafts ethic, grows his own willow and makes traditional baskets in an idyllic rustic Somerset cottage that looks as though it were a set for *Interiors*. Lois Walpole, working in urban East London, trained as a sculptor and approaches baskets like a tapestry weaver. Her exuberant, kaleidoscopic wares incorporate anything from dyed cane to telephone wires, struts cut from water bottles or from corrugated cardboard. Monster Munchies boxes (Valerie Singleton was never this inspired).

An accompanying exhibition (at the Crafts Council Gallery in London until March 25) will tour the country during transmission. If this combination of force does not convince us of the liveliness, diversity and quality of contemporary crafts, nothing will. Apart from the somewhat apologetic captions - "knitting may sound very predictable" - "blacksmithing may not sound as though it could have a place in the 1990s" - the show is inspirational.

The 1980s saw a flowering of creativity in the crafts, greater experimentation and, in England, a marked eccentricity. (There is nothing slick about the majority of pieces being made.) We find survival (the Misses Garrick knitting Fair Isle) and revival. Most conspicuous is the rebirth of the artist-blacksmith, and yet Jim Horrobin (in focus on Channel 4, the son of generations of village blacksmiths,



David Drew, whose work is exhibited in the Crafts Council touring exhibition

shows that survival of a traditional craft is only by way of revival. Architects and designers have rediscovered the aesthetic virtues of metalwork; one of Horrobin's recent commissions was to design and make fittings for the Yamamoto Shop in Sloane Street.

Crafts as a philosophy for a way of life may be disappearing. Instead, makers seem to have found a new niche in the design and image-conscious late 1980s. When will the British notice?

# The Next Best Thing

NUFFIELD THEATRE, SOUTHAMPTON

There are three characters in Graham Alborough's little comedy, and in the last half of the evening one of them seldom talks except to himself. He is, as it happens, the winner in the two-men-and-a-girl contest, but only because the author makes it so.

The winner is Steve, a sign-writer. His antagonist is Eddie, a freelance reporter, and the prize will be Elaine. Elaine is already married to Steve to start with, but she had an unsatisfactory affair with Eddie some years earlier.

The trouble now is that Steve never talks to her, whereas Eddie never stops. As Elaine has just had a very interesting experience - she drove a van into a pylon and electrocuted 354 pigs - you can see that she is likely to be happier with Eddie, and she spends a night with him.

Steve, left alone in his studio, talks to himself, and his refrigerator makes social conversation to him, no one explains why. He finds Eddie's address in his studio and goes to see if Elaine is there.

He is about to ring the doorbell when Elaine, after a long speech about following chance notions, decides to live on her own and meets him at the door. And goes back to live with him.

There is not enough wit or philosophy in Alborough's writing to enliven this little tale. Eddie's talk is fluent enough to excite Elaine who bursts out "We're saying things we're talking!" as if she were playing in *Roots*, but does not seem to care that neither he nor she is saying anything interesting.

Penny Bunton does what she can with Elaine, and raised an occasional smile. Neil Dudgeon as Eddie has a lot to say about pulp journalism, and Robert Bathurst's Steve has a good deal to say about hand-lettering, but neither is a really interesting character.

Robin Don has provided an interesting set on a free-floating stage. Patrick Sandford is the director.

B.A. Young

# Kreutzer Quartet

PURCELL ROOM

At her death almost four years ago, the composer Praelix Rainer bequeathed a fund for composition prizes, and for recitals by young artists "to include 20th century or contemporary music (including from time to time my own)."

For the second year the Park Lane Group has organised these Memorial Concerts. On Wednesday the excellent young Kreutzer Quartet duly offered a 20th-century programme, which ran from Sibelius and Bartók via Rainer to Hugh Wood and the 29-year-old Martin Butler.

A rich menu, in its own right, it also served to display the

Kreutzer's notable range. They were keen and well-studied in Bartók's Third Quartet, but it simmered nicely where the most committed performances *seem*. All their other music was realised with great vividness, one even suspected that picturesque and "evocative" terms, at least, just now, they warn to most.

The flavour of Miss Rainer's 1939 Quartet sometimes evokes very intelligent film-music (her later music would exclude conventional devices, and reveal the singular composer), but the Kreutzer reading seized upon everything vital in the piece. They made the most of Butler's

artful string-writing in his recent "Songs and Dances from a Haunted Place," which is candidly picturesque: ghostly Irish fiddler in a deserted moorland, first rhapsodising and then jiggling. Much refined expertise goes into painting the picture; it will be interesting to learn how far Butler's talent will run toward self-standing music.

In its own way, Hugh Wood's Quartet no. 3 (1978) is no less a neo-romantic affair - an awakening to spring, with birdsong - though it is more ambitiously and elaborately structured: in large part built like a chaconne, but with symphonic

nodes as well as all that enthusiasm for Nature. The Kreutzer players addressed it with resounding sympathy and canny appreciation of its ground-plan, to great effect and general satisfaction. They did no less for Sibelius's only quartet, the "Voces intimae" (even while their pitch was becoming slippery, at the end of a long concert), indeed, they delivered it with more fervour passion than Scandinavian quartets usually allow themselves. That was exciting to hear, whether or not one might prefer a more "objective" reading for keeps.

David Murray

# Sarah Walker

WIGMORE HALL

There has never been any good musical reason why female singers should not essay Schubert's 20th-century vocal part is equally suitable for voices of either sex and there now seems to be a queue of women waiting to sing the work - all of them, one notes, mezzo-sopranos, who must feel that their darker timbre is especially fitting for the cycle's dark mood.

The most recent is Sarah Walker, the first British mezzo to embark on this journey. An experienced recitalist, she sets out well equipped to meet its challenges. She is always com-

municative in Lieder and Wednesday's performance found the pacing of the cycle almost within her grasp, though she would no doubt have preferred to face such an arduous undertaking without the cold that forced her to make a break just before the half-way mark.

With the rain driving down on the Wigmore roof, it should also have been easy to treat the right atmosphere doom-laden and wintry, the heart laid open to the elements. That she did not succeed in doing so may have been due to the limitations

imposed on the voice. The range of colour was altogether too restricted for such pictorial songs, and when she pushed singing was called for, the tone sometimes threatened to give way altogether.

Instead it was Graham Johnson, the accompanist, who tended to establish the mood. The determined tread in the beat that set the cycle on its way, impulsive rush into "Rückblick," each established a potent surrounding atmosphere. Where the performance did get a grip on the music was in the songs of greatest anguish, where Sarah

Walker, always a fine dramatist, joined him in pushing intensity to its limits. In these lies the beginning of a true and penetrating *Die Winterreise*. But the competition is fierce and there were few moments during this evening that could erase recent memories of Brigitte Fassbaender or Christa Ludwig in the same music, the one searingly passionate, the other majestic. That will be difficult for an artist singing in a language that is not his or her own.

Richard Fairman

# Mozart and Salieri

FESTIVAL HALL &amp; RADIO 3

Wednesday's City of London Sinfonia programme looked like a Rimsky-Korsakovs one-act Pushkin setting for two players, *Mozart and Salieri* (1897), in the first half followed by the Mozart Requiem in the second. Music from the second steals gently into the first as Rimsky-Korsakov's (and Pushkin's) Mozart feels the shadows of death falling on him, and as Salieri's poison apocryphal, of course - works its way through his veins.

Rimsky's opera, a subtle and fascinating "little thing" (as he called it), was written as a conscious exercise in the heightened-conversational style of Russian word-setting made famous by Dargomyzhsky's *Stone Guest*. It requires an audience ready and able to hang on each word as it falls from the two singers' lips - Salieri (bass) has the key part, but the lyrical aria of Mozart (tenor) is beautifully contrasted - in conditions of close intimacy.

The Festival Hall is not, therefore, the ideal venue; but in any case the decision to give the work in a feeble semi-staging (to the left of the orchestra on the platform) meant that the lights were turned down and the printed translation was unavailable for consultation during the performance. From a seat on the "wrong" side of the stalls I missed entirely the heat of any genuine stage activity: it was a chilly, unengaged reading. A simple concert performance

would have been far preferable.

The first Salieri was Shalypin: it was one of his most astonishing achievements, a landmark in the early part of his career (the detailed construction of his portrayal and its effect on early audiences are recounted at length in Victor Borovsky's recent, masterly Shalypin biography). One cannot fairly hunger for a new Shalypin every time the piece is tackled, still, it was disappointing that the Russian bass-baritone Anatoly Safulin could (on Wednesday's showing) summon only rough-and-ready vocal resources and a not very compelling way with words for this Festival Hall revival.

Martyn Hill's Mozart (who also played the piano himself, very capably) lacked strong personality, though as usual Mr Hill's singing was unfailingly true and shapely. The conducting of Richard Hickox completed the tepid impression - cautious, unidiomatic, essentially undramatic. The Requiem after the interval was given with large choir (the London Symphony Chorus, in good form) and small orchestral forces; the imbalance between groups, which persisted uncorrected by Mr Hickox in all the choral movements, made for a feeling of leanness all too unrelieved.

Max Loppert

# Desirable Residents

THE OVAL HOUSE

This depiction of urban vagabonds is drab, padded, sad, untalented and damped with good intentions. Devised by writer/poet Ken Cockbourn, and given by the Cardiff Company Panpers' Carnival Theatre, it is not just dull as ditchwater, it is ditchwater. Anyone may see greater physical intensity and oddity, stranger and more disturbing societies, postures and gestures than this work attempts.

Take four tales of those wanderers who may or may not be homeless: the rebel middle class girl expelled from school, the middle aged lady who loves birds and dreads bureaucracy, the meths-drinker who fiddles social security applications, the greying man who sells toys that fall off the backs of lorries. With grey and tepid earnestness, *Desirable Residents* traces their hallucinations, squabbles, sob-stories. Part one lasts an

hour. About part two, I can't say; I didn't survive that long. It is completely of a piece; nothing disturbs its torpor. At one point, Mo (Vanya Constant) basks in artificial flowers in a tin bath; at another, Sarah-Jane Baxter (Julie Turner) does an idle, soft-grained, gestural dance. The one is exactly the same half-hearted effort at lyricism as the other. Each character is allotted his or her little mad scene. Whatever its mood or speed or pressure, it is drained of conviction by the same lacklustre timidity. Its characters don't become flesh; they're just standard types.

"Are they not also *Desirable Residents*?" asks the press-release. But the writing and acting, treating these street-people with benevolent mildness, keeps them firmly at one remove. This is the writing and acting of part-time soup-kitchen helpers.

Alastair Macaulay

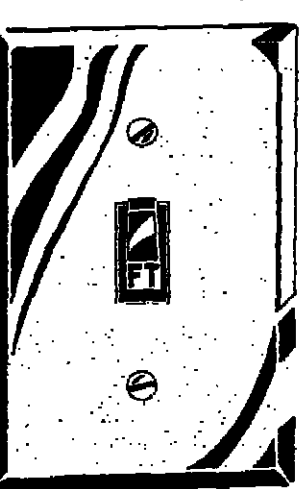
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## Right time for arms cuts

PRESIDENT Bush's proposals to cut the number of American forces in Europe should be welcomed by everyone concerned with the US, western Europe and what is by now a somewhat nebulous Warsaw Pact.

The proposals are a new initiative at the right time. Amongst the merits is that there is a US president leading rather than having action forced on him by Congress. Mr Bush is also seen to be doing something to help Mr Mikhail Gorbachev at a time when the Soviet President has troubles enough at home. Not least, the decision to cut American force levels in Europe should put new life into current negotiations on arms control.

Nevertheless, troop cuts alone, however desirable at the present stage, are not a strategy and the key question is what happens next. The situation in eastern Europe remains very uncertain, as it does in the Soviet Union itself. While some recent actions may be irreversible - like the dismantling of the Berlin Wall - that does not mean that all risks of conflict have disappeared. And even if the Warsaw Pact were to dissolve itself, the Soviet Union would remain a formidable military power. Indeed if the USSR were to lose some of its constituent parts, Russia would still be a nuclear power capable of threatening the rest of Europe and the US.

The task is to bring military strategy and arms control negotiations into line with political developments. It will be difficult, but not impossible. Many of the forces for dealing with the problems are already in place. The challenge is to realise that time may be limited.

### Unnecessary overkill

On strategic nuclear weapons the idea of deep cuts is not new. On the US side they go back to President Carter, on the Soviet side to the early days of Mr Gorbachev. Both sides possess a degree of overkill which they know to be unnecessary. The forum for arms reduction talks (START), there should be a mutual interest now in reaching agreement within the next few months, for if the present

opportunity is missed, it may not quickly arise again. There are talks on cuts in conventional forces in Europe (CFE) in Vienna. A problem here is that they have always been seen as negotiations between blocs: NATO and the Warsaw Pact. That becomes hard to sustain if the new Hungarian and Czechoslovak Governments are telling the Soviet troops on their territory to go home even before there has been an East-West agreement. Once again, that points to the need for speed.

### Diplomatic task

This question of the twin alliances applies especially to the two Germans. There is no evidence whatsoever that the Federal Republic wants to leave NATO, but no evidence either that it wants East Germany to join, even if German unification comes about very quickly. The diplomatic task is thus to persuade the East Germans to remain in the Pact while force reductions and withdrawals are negotiated. That is by no means incompatible with progress towards unification on the political and economic fronts. Again, however, speed is crucial.

On all these questions, there are other established fora which can be used. There is the four power agreement on Berlin and Germany as a whole, which allows the main wartime western allies to talk to the Russians. It should not be used above the Germans' heads, but its existence should not be forgotten. There is also the Helsinki Agreement which brings together all European states, except Albania, plus the US and Canada and is a continuing process. It, too, will have a role to play in guaranteeing freedom and democracy in the new Europe.

The two western countries most likely to be disturbed by recent developments are Britain and France. It is unlikely that they can maintain their present level of troops in Germany when the Americans are cutting back. Britain, in particular, may have more future as a naval power than one with a large land army in Europe. These are matters of strategy. They need to be discussed.

## Charging for eye tests

THE DEMAND for eyesight tests in the UK has fallen by roughly 23 per cent since the Thatcher Government introduced charges last April. Opticians say that many people may now be driving cars with uncorrected vision. More worrying, the statistics appear to suggest that up to 100,000 people could be suffering from diseases, such as glaucoma and diabetes, which would previously have been detected in routine tests. In heated Parliamentary debates last year, ministers brushed aside warnings from the optical industry that charges could damage the nation's health. It is now harder to dismiss such objections as self-serving.

Ophthalmic services have been a testing ground for market principles in health care. In 1984, the Government ended the opticians' monopoly on the supply of spectacles. In 1985, it lifted advertising restrictions and sharply reduced the National Health Service's role as a direct supplier of spectacles. In 1986, all NHS spectacle provision ceased; children and people on low incomes were given vouchers to spend on privately-produced spectacles of their choice.

These liberalising measures had broadly favourable consequences. Opticians, once a rather dowdy part of the NHS, joined the dynamic retail market of the late 1980s. They began to see clients as customers rather than patients. Premises were refurbished. Many new companies entered the market. The range of spectacle frames on sale in the high street greatly increased. With the arrival of vouchers the shelves of unattractive "NHS specs" - once the bane of schoolchildren's lives - became a thing of the past.

### Final stage

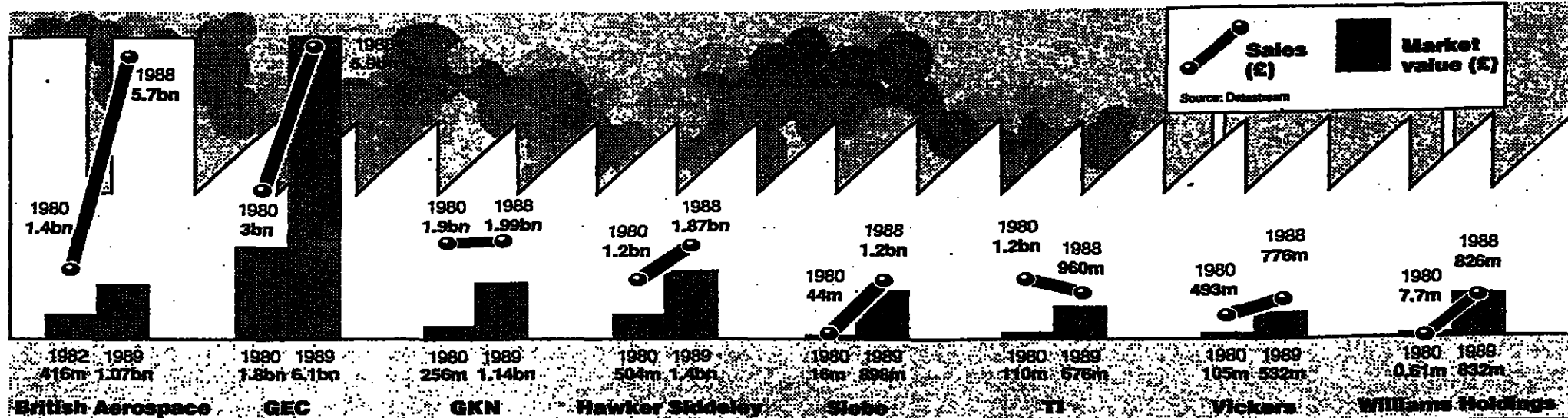
The Government saw the introduction of eye test charges as just the final stage in a long and beneficial process of liberalisation. It took steps to make some vulnerable groups eligible for free tests. Ministers argued that everybody else could afford to pay fees, which average about £11.70 per test. Indeed, Mrs Margaret Thatcher went further, claiming that people would be upset if they were not

allowed to pay for the tests and thus contribute towards the cost of other improvements in the NHS.

Yet charges for sight tests are not a natural progression from previous reforms of this industry. Nor do they respect the principles underlying either the NHS bill currently before Parliament or the new contract for family doctors. Earlier reforms - the earlier - and successful - reforms of the optical industry were designed to increase competition between suppliers of spectacles, not to give consumers a financial disincentive to seek care. (Vouchers were simply a better way of distributing a given subsidy for spectacle purchase.) They respected the founding principles of the NHS, which are that care should be free at the point of delivery and that there should be no general rationing. The same is true of the wider NHS reforms. Controversial innovations such as self-governing hospitals are intended to increase efficiency in the supply of care by encouraging competition between providers. There is no suggestion that the effectiveness of the service can be improved by charging consumers for X-rays or diagnostic checks in hospitals.

The philosophy behind the new GP contract is even further removed from that of eye test charges. The emphasis is on preventive medicine: on ensuring that eye disorders are not detected in time for correction. Yet the revenue such levies raise is negligible when set against the NHS's £22bn budget.

The demand for eye tests may recover somewhat as people grow more used to charges. But the figure is unlikely to reach its previous level; some deterioration in health standards thus looks inevitable. This would not have occurred had ministers adopted a consistent approach in their search for cost savings in health care.



Nick Garnett reports on the challenges the UK engineering industry faces in the 1990s

## Building on a decade of change

THE UK's engineering companies and industrial groups, profoundly changed by the experience of the 1980s, begin the new decade with a new pecking order and a fresh set of challenges. Over the past decade, the industry's size rankings have been transformed. Acquisitions have turned companies which started the 1980s with sales of between £7m and £100m into ones with sales of £1bn or more.

At the same time, many of the older, more traditional companies like Vickers, TI, Hawker Siddeley and GKN - names embedded in Britain's industrial history - have achieved only modest sales growth. Some have turnover no higher in nominal terms than 10 years ago. Many have been overtaken in both sales and market capitalisation by what were minnows at the start of the last decade.

"The changes have been greater than during any other period. It has shaken up the whole structure," says Mr Barrie Stephens, chief executive of Siebe, the controls and garage equipment company. His company is one of those which have grown rapidly, largely by acquisition, during the 1980s. Siebe's sales soared from £44m in 1980 to £1.2bn in 1988, the last full year for which figures are available. Other rapidly growing companies include Williams Holdings (paint, industrial and consumer materials, fire protection equipment), Tomkins (hand guns to lawnmowers), and to a lesser extent, BBA and the electrical group FKL. Williams' turnover rose from less than £5m in 1980 to £826m in 1988, with over £1bn likely for 1989.

By contrast, TI's last reported full-year sales were marginally down on the 1980 figure of £1.2bn. GKN's were unchanged at about £2bn and Vickers raised its sales by little more than a half to £780m. Market capitalisation tells a similar story. Siebe's rocketed from £18m to £900m at the turn of the year, well past that of Vickers or TI. Williams went from £600,000 to £830m. Not all large companies have slid down the rankings. A few have maintained their place in the pecking order, doubling their sales over the period. BICC, the cables and construction group, went from turnover of £1.3bn to £2.7bn during the decade. GEC went from revenues of £3bn in 1980 to £5.9bn in 1988, and the figure will rise further after its recent spate of mergers.

Sales figures tell only part of the story. The composition of these revenues has, in many cases, also changed abruptly. Companies have reshuffled their portfolios of businesses, selling off product lines to focus on profit and growth.

Some companies have been almost completely reconstituted. TI sold its machine tools, white goods and bicycle interests and is now a specialist engineer in seals, tubing and fur-

ther. Vickers has also made big changes, of a less clearly defined sort. It expanded in office furniture, then sold the business off; it left lithographic plate manufacturing, and is getting deeper into marine and medical equipment. Dorey has left mining equipment and hydraulics and moved more into aerospace and, with the purchase of CASE, information technology. IMI has moved away from metals and further into mechanical engineering.

One feature of the reshuffle has been a reduction in exposure to the automotive sector. Smiths Industries, for instance, has doubled its defence, aerospace interests with the purchase of Lear Siegler Avionics. GKN has also reduced the relative size of its automotive interests, even though that remains its core business at the same time, it has largely left the steel business. Lucas Industries, more subtly, has edged further into aerospace and moved away from lower value added car components like batteries and starter motors.

This process has not affected everyone. Hawker Siddeley remains largely in the businesses with which it started the decade. So does Babcock, after merging and then de-merging with FKL. BICC has sold off some peripheral activities, but it is concentrating on expanding its original core areas in and out of the UK.

The 1980s saw the rise of a new type of diversified engineering holding company, the "industrial conglomerate". The acquisition policies of the new companies have varied substantially. Williams has bought

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many companies but with a strategy of adding businesses to a few consistent themes. Tomkins tends to retain the companies it buys, but in many disparate sectors. Siebe is also an acquirer, but usually of companies making related engineering equipment.

The leadership of some industrial sectors has been transformed by this reshuffling. In the power industry, Rolls-Royce's acquisition of NEI, and the merger of the power businesses of GEC with that of France's Alstom, are cases in point. Similar developments have occurred in pumps (Weir's purchase of Mather and Platt) and in food equipment (APV's acquisition of Baker Perkins). Swapping of interests between Glynwed, Delta, IMI and McKechie has altered the ownership structure of some metal products sectors and there has been some rationalisation in machine tools.

But most sectors have not gone through such change. Even where there have been some shifts among a sector's leading companies - for example in motor components, with BBA's acquisition of Automotive Products and T & N's purchase of AE - the rest of the competition remains fragmented.

UK mechanical and electrical engineering groups now have much bigger interests abroad, and exports account for a larger share of sales - though this has not attracted much public attention. Only 41 per cent of the turnover of the 20 largest engineering stocks is now generated in the UK, according to stockbrokers County NatWest.

Many of the acquisitive companies have expanded their manufacturing overseas, especially in the US. This might have been good for their profits; but it has not helped the UK's balance of trade. The biggest employers in the UK, with the biggest factories, remain the older industrial names.

Foreign ownership of British companies in these broad sectors remains limited. The most significant include the GEC-Alstom deal, Honda's stake in Rover, Mannesmann's 5 per cent shareholding in TI and, among unquoted companies, the purchase of Lunsing, the UK's biggest fork-lift maker, by Linde, the German engineering and gases group. In one sector, precision bearings, Japanese com-

panies, principally NSK, now have more than half UK production capacity.

Linked to better management, the combined effect of all these changes has generally been healthy. "Britain had fallen to a level in the early 1980s that it had almost disappeared as an effective manufacturing power," says Mr Brian McGowan, Williams' chief executive. Profits surged over the course of the decade: GKN's, for example, from a loss of £1m at the beginning of the decade to a profit of £176m in 1988, and Lucas from a loss of £21m to a profit of £187m over the same period. And the acquirers have also shown strong profit growth. Williams, for example, has gone from a loss of £755,000 to a profit of £116m,

while BBA's profits have risen from £50,000 to £5m. The challenge of the 1990s will be to build on the changes of the past decade in a climate in which competition - particularly from abroad - will grow more intense. "It is going to be much tougher in the 1990s," says Janet Sidaway, analyst at Kleinwort Benson.

The integration of the European market is one reason why competition will grow fiercer. And the changes in Britain have not happened in a vacuum. Many competitors in Europe and North America have become leaner and more focused than they were, in many cases without the tremendous upheavals that have occurred in the UK. Japanese competitors, however, are less of a threat in these industries than in consumer goods, for example.

The search for scale - in sectors that are still very fragmented - will ensure a continuing flow of acquisitions, especially in automotive components and aerospace products. "A lot of companies are just too small to survive," says Mike Tappin at Hoare Govett.

The aim of the search for scale is to possess critical mass in core product areas. "You will have to strive for size," says Mr Stephens at Siebe. "If you have not got critical mass in the 1990s you will not be able to afford research and development and Japanese and German competitors will eat you alive. Foreign competition is going to be very tough, I'm afraid."

Getting manufacturing technology right, he says, will make or break some companies. In many sectors, the vital technology decisions are those which govern companies' ability to produce the right products in the right volumes at the right unit costs. Modern production equipment allows the best users in some sectors to gain an overwhelming competitive advantage against the laggards: they can produce small batches of differentiated products on very short lead times at unit costs not very different from those which required much longer production runs a few years ago.

For companies hoping to grow quickly through acquisitions, the easiest years may be over. "What we have done will probably not be repeated by anyone in my lifetime," says Mr McGowan at Williams. At the beginning of the 1980s, says Mr David Blackwood, an analyst at Hoare Govett, UK engineering had a lot of undervalued assets. "It had been through recession and people could see businesses that had a lot of fat and where rationalisation could produce meaningful returns. There is much less of that now."

The industry is likely to face a less encouraging economic climate. Engineering companies have enjoyed exceptionally strong demand for several years now. This is unlikely to continue right through the 1990s. In a tougher business environment, some of the companies which made a success of the 1980s are going to come unglued over the coming decade. There may very well be "unbundling" of some former "bundlers."

Perhaps the biggest challenge of the 1990s - and one which may well not be met - is to overcome one of the traditional weaknesses of UK manufacturing. After the changes of the past decade, it is now more difficult than ever to find large British industrial companies which have generated strong organic growth by developing their own products and using them to take market share away from foreign competitors. This is in marked contrast to the UK pharmaceutical-chemicals sector, where such behaviour is common.

For all the talk of improved efficiency and more coherent company portfolios, virtually no sector of British manufacturing has been able to plunder global markets with new world-beating products of their own design. For that, the industry's restructuring, that is likely to change in the decade ahead.

## Z unmasked: K silent

Our anonymous contact in Cambridge was right. There is now overwhelming evidence that "Z", the pen-name of the writer who argued that President Gorbachev's reforms are doomed, is Professor Martin Malla, a historian on the faculty of the University of California at Berkeley.

My colleague, Lionel Barber, sets it out at length in the forthcoming issue of the American magazine, New Republic. The Z article is too close to unpublished manuscript written by Malla in 1986 called "Russia Under Western Eyes" for there to be any doubt. The two pieces contain matching literary allusions from Hegel, de Tocqueville, and a colourful use of Russian, French and semi-colloquial American.

Two questions remain, however. Why does Malla decline to admit authorship of the article which was excerpted in the New York Times on January 4 and first published in Daedalus, the quarterly of the American Academy of Arts and Sciences? There is nothing to be ashamed of.

And who is "K", the person who, using the King's College, Cambridge address, tipped us off in the first place? If K would care to be in touch with us again, we shall send the customary reward of a bottle of malt whisky.

### Shilling's hats

Extraordinary what one learns as Observer. Went to a hat show yesterday, fully expecting it to be hats for men, never having heard of David Shilling. He makes hats for ladies. They were appreciated abroad long before they took off at home. The British view was that they were more museum and art galleries than for wearing. The collection shown at the Hyde Park Hotel was stunning, especially a hat that, I think, was called Bluebird

## OBSERVER

or Blue Bouquet. In future, we shall see hats in a quite different light.

### Groundhogs

Today is Groundhog Day. If you ever want to pass as an American, it is at least as important to know this as it is, for example, to change the way you hold your knife and fork.

Groundhog Day is the one day of the year when the small town of Punxsutawney in Pennsylvania is more likely to figure in a date-line in most US newspapers than is Paris or London.

The Punxsutawney groundhog, similar to a woodchuck or marmot, is a first cousin to St Switcin. If he sees his shadow this morning, there will be six more weeks of winter. If skies are overcast, spring will be early.

In search of roots, the local Groundhog Club traces the tradition to Candlemas Day observances brought by German immigrants and to what it claims is an old Scots saying: "If it is bright and clear, there will be two winters in the year." Probably there is also a link with Bill Fogarty, the "Thurs weatherman," who says much the same thing.

Actually, Groundhog Day is just an excuse for several thousand people to gather at Gobbler's Knob outside Punxsutawney to watch a local worthy pull Phil the groundhog from a concrete burrow to talk about the weather in "groundhogese." On every other day of his 10 to 12 year life, Phil lives in more comfort in a glass-fronted burrow in a corner of the town's library.

Phil and his predecessors have failed to see their shadow on only nine occasions in 103 years. But harbingers of an early spring are becoming more frequent; it happened three times in the 1980s and



is said by some to be the latest worrying evidence of the greenhouse effect.

### Not so rich

The extravagant lifestyle of Romania's late dictator, Nicolae Ceausescu, has been matched since his death by some equally extravagant tales about his wealth. The latest suggestion to be knocked down - by the Romanian National Bank, no less - was that he had had 40 tonnes of gold (today worth more than \$500m) shipped to Switzerland.

Romania Libera, the country's biggest daily newspaper, was responsible for that allegation when it published an interview this week with an anonymous man who claimed he had accompanied the gold on two flights to Zurich in September and October 1989. Then there were the photographs of Elena Ceausescu's diamond-beeled shoes, which were flashed around the world when her house was opened up to western journalists.

Eager to get the full, sparkling, story, staff of the diamond trade magazine, Diamond International, tried to trace the source of the diamonds and the shoes. They found that the "diamonds" were only paste and that the shoes were part of a Charles Jourdan collection widely sold in boutiques in various European cities.

### Frank talking

Public relations has never been a South African strength. That applies to blacks as well as whites. At a recent meeting in Lusaka, the African National Congress (ANC), put out the wrong speech by Alfred Nzo, its Secretary-General. There was a text full of fiery rhetoric designed for public consumption. Somehow, however, the ANC distributed Nzo's remarks to the closed session. Among them: "We must admit that we do not have the capacity within our country to intensify the armed struggle in any meaningful way."

### Nothing new

The folding French car, which we wrote about last week, is not a new invention. Lewis Burrell, the architect to the Ramsgate Old Motor & Motor Cycle Club and clearly a great authority, tells us that there was a man called Robert Hannover who built one in Paris in the early 1960s. It was known as the Revonah. His own name spelt backwards. The front wheels folded underneath the car and the idea was that it could be kept in hallways of apartment buildings in order to save parking problems.

### Last drop

A New York jeweller is advertising a sterling silver key to squeeze toothpaste out of the tube.

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## POLITICS TODAY

# The money is not on South Africa

By Joe Rogaly



South Africa is still a high-risk investment. Anyone who is thinking of putting money into Johannesburg stocks, or advising a board to reinvest or roll over a loan, should wait a while. How long? Probably at least a year, maybe several more. This friendly warning holds good whatever President de Klerk may say in his important speech at the opening of Parliament in Cape Town today. For in spite of the positive steps and reassuring words that have come from Mr de Klerk since he took office in September, there is no guarantee that the present series of moves towards a negotiated settlement with the black majority will work out.

The President himself is reported to have told 500 senior police officers the other day that South Africa could not afford to become embroiled in an "80 years' war" among its own people. The strong implication that he fears just such a possibility if his present efforts fail is reason enough to draw the conclusion that the republic is no place in which to put serious new money just yet.

That confrontation with the officers of what by all accounts has become a pretty demoralised and truculent police force was certainly courageous. It follows his denunciation of his predecessor's national security council. Mr de Klerk's purpose is to deliver a message that has been studied with some care by the British Government: that he proposes to end the use of the South African police for political repression. "It is a question of methods," he said, according to one account of his speech. "When in the future we act in a more subtle way in matters which have, in the past, been handled in a heavy handed way, it does not mean that we have changed our goal of creating a peaceful and civilised community where the rights of the minorities are safeguarded."

This is more easily said than done. The current tour by a team of cricket players under Mr Mike Gatting has aroused strong emotions. To Mr Gatting it may be simply a matter of playing a game and making a pile of money, but to many black South Africans the tour has been a provocation. The result is that once again the police have been photographed using tear gas, whips and snarling dogs to control crowds of protesters. The South African Government appears to be more than slightly embarrassed by the visit and its consequences, while in London the kindest official/nationalist phrase used in a conversation this week was that "Gatting and Co are just a bunch of mindless mercenaries." They are clearly out of their depth. They should come home.

The cricket tour is, however, a relatively minor obstacle to a President who seems genuinely determined to maintain the momentum of progress towards talks. Another is the behaviour of his own security forces, who sometimes continue with old habits in spite of his efforts to reduce their status and restrict their work to ordinary crime control. Just this week he was obliged to order a judicial commission of inquiry into the death in

detention of the young Mr Clayton Sithole Tswa, who, the police are reported to have said, committed suicide by hanging himself in the Johannesburg version of the Lubanika, John Vorster Square. Over the years there have been many such reported suicides in that grim building. It is nevertheless reasonable to hope that the newly subtle South African Government will sooner or later succeed in getting its own version of the KGB under control. Even before Mr de Klerk took office the quantity of hangings, in a country now wedded to the death penalty than most, had begun to fall: from 164 in 1988 to 83 last year.

The distance yet to be travelled is, however, not inconsiderable. This goes some way towards explaining the reluctance of the African National Congress and even its venerated leader, Mr Nelson Mandela, to abandon talk of the "armed struggle." There is a subtle struggle in progress in white areas has ceased, and although there are still sporadic attacks on black policemen and alleged collaborators in some black areas the truth is that the ANC does not have the capacity to mount a credible campaign of violence against the South African state. This was acknowledged by one of its leading lights, Mr Alfred Nzo, just the other day. To outsiders the case seems simple: just announce a suspension while a search for peaceful solutions proceeds. But the ANC, which represents a constituency of people who for most of this century have cringed on pavement edges but who now stand up straight, is emotionally sustained by its rhetoric. So it talks of an "intensification of the armed struggle," while President de Klerk asks for its renunciation in return for all the things he is expected by a waiting world to do.

The release of Mr Mandela is at the top of that list of expectations, although it is nearer the bottom of the list of actions required to ensure that the ANC leader emerges straight into negotiations, or, at the very least, pre-negotiations. For that to happen the state of emergency must be lifted — not partially, but completely. The remaining political prisoners must be released and the ANC and its related organisations must be un-banned in law as it now more or less is in practice. Here the South African Government's position is the mirror-image of the ANC's on "armed struggle": it

allows the ANC to operate openly, but it has not so far been able to legalise the real situation.

All of this taken together constitutes a package that is politically difficult for President de Klerk to deliver as a "big bang" while the ANC adheres to its phrase about "intensification of the armed struggle." The temptation for the South African President must be to deliver part of what everyone agrees is required and call on the ANC to make a gesture in return. Perhaps that proposition was discussed with Mr Mandela himself yesterday. The trouble is that the world has been building itself up to an expectation of the entire "big bang". Mr de Klerk's claim to be a man of reform will not be sustained if he announces too little today.

Another obstacle to eventual agreement will certainly have to be discussed fairly soon. It is this: the Afri-

can leaders now coming out of imprisonment are Rip van Winkles who were put into a political sleep at a time when the nationalisation of the commanding heights of the economy seemed desirable. Many of them, possibly including Mr Mandela, appear to have retained such a programme, which would cover the mines and the banks, as an article of faith. The ANC leader's recent statement to this effect has upset South African businessmen.

But if productivity improvements are the result of investment, then it is right and important that the financial benefit should be retained by the company, the source of this and future investment funds. The real contrast between the UK and the countries illustrated in the professor's article is that their unit costs are not rising as ours do: hence the lower rates of unemployment. W.A.P. Manser, 46 Exeter House, Putney Heath, SW15

evolving South African scene are watched with close attention by the British Prime Minister. She may yet benefit from having been wrong all along about sanctions. For it is the effect of sanctions, particularly independent adverse decisions on the quality of bank loans to the Republic, that has done so much to stimulate the movement for reform being led by President de Klerk. The American-based sanctions have hit the hardest. Meanwhile, Mrs Thatcher has won popularity among white South Africans for speaking consistently against them. Her reward could be an invitation to play some role, perhaps as a dramatic mediator at an awkward time, in whatever talks get started. My understanding is that she would not visit Pretoria simply to shake hands with de Klerk and Mandela, but only if she could be seen to have something to do. That rules out an early visit, although nobody knows what will happen after today's speech.

Even if the speech shows vision and a determination to find a solution in consultation with African leaders the Prime Minister will be taking a political gamble if she gets openly involved. One of her Cabinet colleagues mused in a recent conversation that he could not be sure that the risk was worth any potential reward. I wonder. The immediate task is for quiet diplomacy that will steer the two sides around semantic obstacles like "armed struggle" and "banned ANC." The British are good at that, and the Foreign Office should help.

The major task will be to persuade President de Klerk that the flow of investment and business back to South Africa will not begin in earnest until there is a genuinely democratic new constitution, with universal suffrage and no nonsense about "group" (that is, tribal) structures upon which to base it. Someone else will have to persuade the ANC and other African parties that protection for the white minority will have to be built into this probably penultimate constitution; I doubt that Mrs Thatcher is sufficiently trusted by blacks to be the person for the task.

Probably the only person who can do it is Mr Mandela. But then he would be crazy to sign a new peace treaty until he was convinced that what was on offer was an irreversible shift away from white domination or white overall control. Until he could see such a ratchet built in to any new settlement the ANC would want to keep up the outside-world pressure, which is its principal true weapon. For once laid down, that weapon would be hard to reassemble.

It is for these reasons that we cannot not sensibly regard President de Klerk's Government in the same light as the old Communist regimes of eastern Europe, ready to topple as soon as the crowds gather. There, the Russian colonial army held its fire. There is no such outside army to withdraw from the Republic. I suspect that neither side has yet fully confronted what it would have to give up if there is to be a lasting settlement. That is why I say, don't bank on any such thing just yet.

## LOMBARD

## Marxism today

By Martin Wolf

*Fascism Today* has become one of the more fashionable intellectual weeklies of the late 1980s. Its editor remarks that the essential values of fascism are no more than the superiority of co-operation over competition and of an orderly national community over anarchic individualism. Nazism he condemns utterly, as an evil distortion of these values.

According to fascist revisionists, both of the major British parties embody some fascist values. Mrs Thatcher, for example, is praised for a staunch defence of national interests, for authoritarianism and hostility towards deviant sexual behaviour.

But she is criticised for supporting the socially corrosive notions of economic individualism and free enterprise. For most writers in *Fascism Today* the corporatism of a Heseltine and the interventionism of a Gould are far more attractive than the economic policies of the present Government.

The reader should breathe freely. *Fascism Today* does not exist, however readily a revisionist fascism could be concocted. No publication with such a title could attain respectability. Nazism has inoculated western society against the fascist virus.

Yet Marxism has avoided this fate. *Marxism Today* "the theoretical and discussion journal of the Communist Party" is among the most fashionable periodicals. The ideas of the recently elected leader of the British Communist Party are reported throughout the serious press.

The hypnotic intellectual power of Marxism is one of the most intriguing features of this century. Yet its consequences have been devastating. Even now, when the ruin that it has brought on the societies of eastern Europe is as transparent as the day, it retains an appeal that fascism has entirely lost.

No less a man than Vaclav Havel, the new President of Czechoslovakia, has said that after 40 years of Marxism-Leninism "the worst thing is that we live in a contaminated moral environment." Such moral contamination can be blamed on Marx himself, not

merely on Lenin, his sorcerer's apprentice.

As the distinguished scholar of Marxism, Leszek Kolakowski has pointed out, "the view that freedom is measured by the degree of unity in society and that class interests are their only source of social conflict, is one component of [Marxism]." From this follows the notion that the abolition of private property "does away with the need for negative freedom, or freedom *from* state." But an action can be moral only if chosen. Without freedom there can be no morality.

The assault on individual moral autonomy is reinforced by Marxist historicism, which implies that whatever strengthens the historically blessed cause of the working class is *ipso facto* justified. From these roots sprang all the most despicable features of Marxist totalitarianism, from denunciation of parents by their children to the gale of moral contamination is an inevitable consequence of the Marxist political "project" (to use a favourite term).

Marx's marriage of materialism with historicism was a product of genius. Yet his prediction that the development of the productive forces and its consequence, the class struggle, would inevitably lead to communism looks more improbable by the day.

Where Marx's intellectual contribution is unquestionable is through his influence on the way we think about the relation between technology, economics and politics. But it is not in his role as a detached scholar that Marx became the founder of a secular religion.

In the 20th century a remarkably high proportion of the West's most cultivated people enjoyed a passionate love affair with Marxism's political programme. This infatuation is perhaps to be explained by the sweep of the theory itself and by its promise that history is on the side of utopia.

None the less, intellectuals of the next century are likely to be as amazed by this infatuation as are those of today by nineteenth century imperialism. Marxism has no today. It has a past — much of it diabolical.

## LETTERS

### Productivity gains and unit costs

From Mr W.A.P. Manser.

Sir, Professor Layard ("The fallacy about productivity and pay," January 31), concluding that it is a fallacy to think that inflation will fall where productivity gains are not spread equally across the whole workforce. But behind this is there not a greater fallacy still?

Prof Layard assumes that, in any case, the full productivity gain will go to the workforce. But if the whole financial benefit is translated into higher wages, unit labour costs cannot, by definition, fall. And if unit labour costs remain unchanged, there can be no

effect on inflation. Only if wages do not absorb the whole gain can unit costs decline. Layard's phrasing: "If firms pay higher wages, rather than cutting their prices..." confirms this.

Another remark by Prof Layard implicitly stresses a further facet of the same point. He says: "... differences in productivity growth... are mainly due to technological factors and not the efforts of the workers." It is indeed true that most labour productivity increases stem from the installation of more or better machinery. The idea that pro-

ductivity is synonymous with a worker using his hammer faster or slower is old-fashioned.

But if productivity improvements are the result of investment, then it is right and important that the financial benefit should be retained by the company, the source of this and future investment funds. The real contrast between the UK and the countries illustrated in the professor's article is that their unit costs are not rising as ours do: hence the lower rates of unemployment.

W.A.P. Manser, 46 Exeter House, Putney Heath, SW15

### Opportunities for investment choice

From Mr M.J. Hart.

Sir, Mr Fairbairn (Letters, January 30) must be turning a blind eye to his sense of history in suggesting that only unit trusts are suitable for mass marketing. The 1988 prospectus for The Foreign and Colonial Investment Trust, which I have managed for the past 20 years, was specifically designed to provide "the investor of moderate means with the same opportunity as the rich capitalist."

Marketing regimes are a matter for the regulators and we await the Securities and Investments Board's important retail review with interest. To suggest, however, that investment trusts and unit trusts must be "subject to the same stringent regulations" neglects a fundamental difference between an open-ended vehicle (a unit trust) and a closed-end vehicle (an investment trust). Unit trust investors faced with forward pricing, redemption problems at Dumenil, or dealing in October 1987, may be surprised to learn they "can at all times redeem their units at asset value on demand."

At a time when wider ownership is seen to be of increasing importance, Mr Fairbairn should welcome the role of investment trust savings and investment schemes, which The Foreign and Colonial Investment Trust pioneered in the UK. His enthusiasm for competition should surely encourage a proper opportunity for choice by increasingly sophisticated consumers: let them decide, on the basis of past performance and costs, which vehicle they prefer.

M.J. Hart, Director, Foreign & Colonial Investment Management Ltd, 1 Laurence Pountney Hill, EC4

### The range of Conservative views on Europe

From Mr Bryan Cassidy MEP.

Sir, Joe Rogaly ("Steady grip on wobbly Europe," January 26) made an error which is sadly all too common in serious newspaper coverage of the meeting which the Prime Minister had with Tory MEPs recently. That was the entirely erroneous assumption that all Tory MEPs think exactly alike about everything. Mr Rogaly's article referred throughout to

the "MEPs" without differentiating the out-and-out federalists in the group from those who espouse the more cautious evolutionary (or Thatcherite) approach.

On economic and monetary union (EMU) for example, the views of the group range from those who think that it is fundamentally erroneous to link economic and monetary union, through those who would like

to see a more positive use of the European currency unit, to those who would like to see a single European currency as early as possible. All these points of view could equally well be found among Conservative MPs in the House of Commons.

Bryan Cassidy, European Parliament, 97-113 Rue Belliard, B-1040 Brussels

### No time for a revival of chauvinist attitudes

From Mr Peter L. Walker.

Sir, When the FT emulates the chauvinist attitude to Europe that has started to permeate the Murdoch media British business is the loser. David Buchanan's report on Riccardo Perissich's appointment to head DG4 ("UK defeat in Brussels reshuffle," January 19) was almost objective, but the headline was hardly temperate or sensible.

Arriving in Brussels that morning for a meeting of our European consortium, I was greeted by my Belgian, French, Italian and Swiss board colleagues with a copy of the article. After 18 years in the European Community and three years painstakingly assembling a partnership

embracing 12 European companies, I am now used to jokes about "Britain and Europe" as if there were more than 25 miles of water between us. But the reaction to your story was much more serious. It was seen as signalling a change in attitude in an objective, pro-European paper, possibly signalling a change in the view of Europe taken by British industry. The single market poses enough problems for industry and commerce. Fostering an anti-British atmosphere on the Continent is more suited to "Argie Bashers" than to the FT.

When it comes to appointments to key posts within the European Commission, if the UK continues to attempt to promote the careers of British

civil servants in Brussels, we will never have effective influence. Appointments to director-generalships demand the highest quality people who are the best for the job — not career-blocked UK civil servants with sponsors among their formal political masters.

In an earlier report the FT said that Mr Perissich was the best qualified for the job. That made your later headline appear even more intemperate. Even my friends in the Bruges Group do not suffer from such paranoia. Can we return to objectivity soon please.

Peter L. Walker, Commercial Director, ECP in Britain, Museum House, Museum Street, WC1

### Lord Donaldson urged to reject Justinian's advice

From Mr A. Pugh-Thomas.

Sir, Oh for a latter-day Procopius to prick the arrogance of the latter-day, albeit anonymous, Justinian ("The task of rooting out undesirables," January 29). So confident is he of his own judgment that, although not present at the

debate, he can call on the Master of the Rolls to "step in and reverse the Law Society's incorrect decision" to refuse to allow a convicted murderer to qualify as a solicitor — a decision reached by the representative of the solicitors' profession well qualified to take it.

Tempting though it must be for one man to substitute his own decision for that of 34, I hope that Lord Donaldson will resist the temptation to ape a Byzantine autocrat. A. Pugh-Thomas, 12 Castello Avenue, Putney, SW15

### Market forces

From Mr G.D. Hagelberg.

Sir, The Royal Bank of Scotland has just charged me £10 commission, equivalent to 3.89 per cent, to collect and credit to my account in London a sterling cheque for £267 drawn on a German bank.

Is that how common markets work? G.D. Hagelberg, 38 Mansfield Road, Gospel Oak, NW3

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# FINANCIAL TIMES COMPANIES & MARKETS

Friday February 2 1990

**TAYLOR  
WOODROW**  

**Teamwork in Construction  
Housing Property Trading**
**INSIDE**
**Desperately seeking  
the fruits of success**

Mr Michael Spindler (left), new chief operating officer at Apple Computer, has a way to go to live up to his reputation as a "brilliant operations strategist." Apple is in a sober and down-beat mood at its failure to meet its sales and earnings projections over the Christmas quarter, and is recognising weaknesses in product and management. Louise Kehoe reports on the critical role Mr Spindler will play. Page 17

**Jewel in Hefslund's crown**

Hefslund Nycomed, with estimated sales last year of Nkr3.1bn (\$475m), is a minnow in the \$130bn-a-year international drugs industry. But it has one gleaming jewel in its crown: Omnipaque, a contrast fluid used in X-rays. Last year Omnipaque accounted for roughly 70 per cent of the group's pre-tax profit. The company's goals now are to expand its marketing network and introduce new products. Page 16

**Golden image tarnishes**

Union leaders, government and public alike are bemoaning the deterioration of Malaysia Airlines System's "golden service." Although the carrier's financial performance over the last two years has been solid, it has been stretched by an expanding network, passenger growth, an ageing fleet and too few staff. Page 18

**Can pay, want to pay**

Companies are increasingly pressing banks to introduce a procedure for electronic payment of bills, but such a system poses an enormous challenge for banks. The problem is documentation: when a payment is made from a corporate bank account, the corporate finance department needs a remittance advice to balance the books. Page 23

**Grassroots farming**

Romanian farmers are confused but excited following the overthrow of a Communist system that replaced peasants and landlords with more than 4,000 co-operatives and state farms. The interim government has plans to hand back 2m hectares of co-operative land to the peasants, who will be able to grow whatever they want and will no longer be obliged to sell crops to the state. Page 24

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**Chief price changes yesterday**

FRANKFURT (DEM)		PARIS (FFr)	
Commerzbank	317.5 + 15	Am Mid	310 + 22
Deutsche Bank	370 + 37	BP France	197.9 + 5.3
Deutsche BK	320 + 3.5	ELF	161 + 14
Deutsche BK	320 + 3.5	Societe Gen	537 + 15
Lufthansa	230 + 11	Total	550 + 10
Steuern	750 + 21	Shell	670 + 5
NEW YORK (US)		TOKYO (Yen)	
Compan Com	80 1/4 + 4 1/4	Fuji Coast	1330 + 170
Deutsche	23 1/2 + 1 1/2	Wako Ind	1150 + 130
Deutsche World	23 1/2 + 1 1/2	Wako Ind	1250 + 200
El Grp	23 1/2 + 1 1/2	Tokai Paper	1130 + 120
First Ind	27 1/2 + 1 1/2	Tokai Paper	2430 + 330
Hon Hotel	57 1/2 + 4 1/4	Toshiba Mfg	1520 + 220
Holly	57 1/2 + 2 1/4		

New York prices at 12.30pm.

LONDON (Pence)		Paris	
ABB Kent	168 + 25	Cable Wng	535 + 8
Bacchys	588 + 10	Grand Mot	608 + 9
Brit Aerospace	560 + 70	FR Group	194 + 28
Brit Telecom	305 1/2 + 4 1/2	Kangaroo	278 + 8
British Airways	776 + 6	Kangaroo	278 + 8
British Airways	513 + 14	Lamp Props	550 + 24
British Airways	1168 + 22	Sedgwick	295 + 9
British Airways	635 + 6	Stock Shop	550 + 15
British Airways	226 + 34		

## Electrolux profits slip by 3% to SKr3.6bn

**By Robert Taylor in Stockholm**

ELECTROLUX of Sweden, the world's leading white goods manufacturer, yesterday reported a 3 per cent fall in 1989 pre-tax profits from SKr3.72bn to SKr3.5bn (\$590m). It plans to raise its annual dividend from SKr1.50 a share to SKr1.55.

The latest result, struck after financial items, was much better than had been predicted by analysts, but included non-recurring items which generated a net contribution to earnings of around SKr100m to SKr200m. Mr Anders Scharp, president and chief executive, said there would be a consolidation in performance this year.

Sales rose by 15 per cent in 1989 to SKr35bn from SKr30.5bn. The return on equity after full tax was 17 per cent compared with 19 per cent in the previous year.

In the fourth quarter of 1989, profit after financial items fell to SKr988m from SKr1.152bn a year earlier, while sales rose to SKr20.94bn from SKr19.87bn.

Electrolux said the demand for white goods, which represent 62 per cent of its product sales, continued weak in the final quarter of 1989, particularly in the US, Britain and Italy.

The North American market, where the company sells a third of its production compared with 38 per cent inside the European Community, was highly competitive. Electrolux said there had been a "considerable decline in sales volume for leisure appliances" in the US.

However, Mr Scharp also indicated that there was still strong demand for white goods in Continental Europe, notably in West Germany. Total sales for household appliances rose 6 per cent in 1989 to SKr43.7bn from SKr41.1bn.

In other business areas the company's sales performance was much better. In outdoor products there was a 69 per cent improvement in sales last year to SKr8.4bn from SKr4.96bn in 1988.

A 20 per cent growth in sales of industrial products was also recorded as well as an 18 per cent improvement in commercial services sales and 17 per cent in building components.

Electrolux added that extensive efforts had been made last year to strengthen long-term competitiveness in its core business areas. As a consequence charges had been taken against earnings, with substantial costs for new production facilities and development of new products. Lex, Page 14

## Puma changes hands again

**By John Burton in Stockholm and Andrew Fisher in Frankfurt**

PUMA, the troubled West German sporting goods concern, is changing hands again - less than a year after it was purchased by Cosa Liebermann Holding, a Swiss-run trading company which operates out of Hong Kong.

Aritmos, Sweden's leading sports equipment company, said yesterday it had bought 49 per cent of Puma's voting shares from Cosa Liebermann for SKr335m (\$50m), with an option for a complete takeover next year.

Aritmos claims the deal will make it the world's fourth-largest sports shoe and clothing company with annual sales of SKr5.5bn, placing it behind Adidas, Reebok and Nike.

If Aritmos acts on its option, it will acquire full voting power in Puma and 72 per cent of its equity. The remaining 28 per cent

of Puma's capital stock is traded on the West German stock exchange as preference shares, which will be unaffected by the deal. These were trading at DM395 yesterday.

The preference shares, which were issued in the summer of 1986, had soared to more than DM1,500 before the collapse of sales in the US which plunged the company into the red that year.

With Puma's shoes trailing badly in the battle for US consumers' attention, the company brought in outside management. Mr Armin Dasser, who owned the company with his brother Gerd, had already stepped down as chief executive because of ill-health. Their father, Rudolf Dasser, had founded Puma after quarrelling with his brother Adi, founder of Adidas, the rival sports shoe company.

Having worked strenuously to recover from its US sales debacle, Puma expects a break-even result for last year, after three years of losses, and a small profit gain in 1990.

Mr Ingvar Wenched, Aritmos' chief executive, said one of the benefits of the takeover would be improved savings on shoes purchased from subcontracted manufacturers.

Bulk purchases by Aritmos would total 30m pairs of shoes, lowering the purchase price by 5 US cents per pair and raising profits by about SKr5m.

Despite fierce competition in the US market, Mr Wenched predicted that sales of Puma soccer shoes could grow there due to increased American interest in the sport resulting from its participation in the World Cup this year and its hosting of the event in 1994.

Aritmos reported a profit of SKr325m on sales of SKr3.4bn in 1988 and predicts a profit of SKr525m for 1989. Previously involved in food processing and financial management operations, Helsingborg-based Aritmos did not enter the sporting goods sector until 1981 when it purchased another Helsingborg company, Tretorn, which specialises in tennis shoes in addition to tennis balls.

It expanded its sporting good business to the US in 1988 when it bought Etonic, which markets golf and running shoes from Colgate-Palmolive.

Nearly a year ago, Puma sold its US operation to the local management, who renamed it Sports Enterprises. Aritmos has also purchased this company to allow it to market Puma's products in the US through its own subsidiary, Tretorn/Etonic.

## No need to refinance, says MFI

**By Maggie Urry in London**

THERE IS no need for any further cash injection at MFI, Mr Derek Hunt, chairman of the kitchen and bedroom furniture retailer, said yesterday.

Although market conditions had not improved, Mr Hunt said, "trading in the five weeks since Christmas has been most encouraging."

On a "like-for-like" basis, he said, trading was "only just below that of last year." It was not until last March that trading turned down sharply, affected by high interest rates which hit consumer confidence and cut activity in house moving.

More money is spent on MFI goods when the change properties. Mr Hunt said the group had adequate working capital and that "whatever the immediate future brings, we can more than see it through with our present financial arrangements."

He said the group could cope if interest rates rose again and that he hoped to float the company within three years.

MFI was bought out by its management in November 1987 for £718m (\$1.15bn). It ran into problems last summer after the trading downturn left it unable to meet an interest payment in August.

A £25m rights issue and a deferral of £50m of debt repayments were agreed with lenders and investors. The group was yesterday formally reporting interim results for the period up to November 11, 1989.

These were released when its 25 per cent shareholder Asda, the food retail group, announced its interim results in December.

Mr Hunt called the figures disappointing. On sales, little changed at £304m, operating



John Randall, left, finance director of MFI, talking to Derek Hunt, chairman and chief executive, at the presentation of yesterday's interim results in London.

profit fell by 55 per cent to £22.1m and, after an interest charge of £30.1m (£25.5m), pre-tax losses were £28m (profit £24.6m). The figures included a £2.3m extraordinary debit which Mr Hunt said was the cost involved in the group's refinancing in August.

Mr Hunt said that MFI had been mentioned alongside "certain other retailers in our market sector" which are "suffering far more severe financial problems."

He was understood to be referring to Lowndes Queensway, the furniture and carpet group, and Magnet, the

kitchen and bedroom retailer. Unlike these other companies, Mr Hunt said, MFI did not refinance until 21 months after its management buy-out and "will only refinance once."

Lowndes has recently tied up its second refinancing, while Magnet's buy-out took place only last summer.

Mr Hunt also said that MFI was still reporting operating profits and that "we still have the same team of directors - all of them - that were behind the management buy-out."

Mr John O'Connell, managing director, said that the group had

been able to cut its variable costs, though not by as much as fixed costs had risen. The manufacturing plants were operating well above their break-even level, he said.

Mr John Randall, finance director, said the group had about £500m of debt, of which 60 per cent was at fixed-interest rates which would begin to unwind in May.

The group's interim preference dividend, of £6.5m, had been deferred to preserve cash and capital expenditure had been held down. Lex, Page 14

## Sock Shop warns of loss for year

**By Maggie Urry in London**

SOCK SHOP International, the UK hosiery retailer, said yesterday that it expected to make a "material loss" in the year to February 28, compared with a £2.4m (\$4m) pre-tax profit in the previous 12 months. The group's shares, quoted on the Unlisted Securities Market, dropped 15p to 50p, valuing the group at £11m.

Last month, Sock Shop revealed that it was in talks about a refinancing of the group and was planning a restructuring of its loss-making US business. Yesterday it said these talks were continuing and its bankers were continuing their support.

Mr Peter Moss, director of corporate development, said he could not expand on the statement or define "material." He hoped the group could say more about the refinancing when interim results were announced on February 9. Analysts said the annual loss could run to several million pounds.

It is expected that an outside investor will inject equity capital into the group, perhaps reducing from 80 per cent to under 50 per

cent the stake held by Ms Sophie Mirman, chairman and her husband, Mr Richard Ross, joint managing director. The group has heavy borrowings it wants to reduce to be able to expand in Europe.

Analysts are expecting the

interim figures, to August 31, to show a loss, as trading in the summer period was hit by hot weather and transport strikes, as well as high interest rates depressing consumer spending and raising the group's interest charges. Mild autumn weather is also thought to have hit trade.

## Rapid growth gives way to losses and closures

1983 Sock Shop founded by Ms Sophie Mirman and husband Mr Richard Ross: they earlier helped build the Tis Rack chain. May 1987 Sock Shop floated on USM, valued at £27.5m (\$45.9m) by offer price of 125p. Forecast pre-tax profits of £1.65m for year to end-September 1987. Offer subscriptions with a potential partner. Jan 1988 First shops open in Manhattan. Jan 1988 Annual profits of £1.8m announced, beating flotation forecast. Jan 1989 A 43 per cent rise in

annual profits to £2.82m reported. July 1989 First signs of trouble appear when profits for 12 months to end-February fall from £2.6m to £2.4m. US stores incur a £577,000 loss. Dec 1989 Company announces closure of US shops and negotiations with a potential partner. Jan 1990 Sock Shop announces that it is in talks with bankers about a refinancing and expects a write-off in the US. Feb 1990 Warns of a "material" loss for year and continuing talks with bankers.

## ABB buys remainder of UK arm

**By Andrew Hill in London and John Wicks in Zurich**

SHARES in ABB Kent (Holdings) leaped 25 per cent yesterday after Asea Brown Boveri (ABB), the Swiss-Swedish engineering group which holds a majority stake, made an offer for the UK-based company's remaining shares.

ABB owns 54.5 per cent of ABB Kent, the world's second-largest manufacturer of water meters, and will pay 178p in cash for each of the remaining shares. That values the company at £135m (\$225.5m). The shares rose 85p to 168p in London yesterday.

ABB Kent makes valves, meters, industrial measurement and process control equipment and has been building up its European water meter business in the last year. Only Schlumber-

ger, the US oil services group, makes more water meters.

The company is also, expecting strong growth in the UK market. The newly privatised British water companies will be unable to use rateable value, the traditional basis for water charges, beyond the end of the century and many are considering metering as an alternative.

Mr Sune Carlsson, executive vice-president of ABB in Zurich, said some of the British company's activities such as process automation and instrumentation overlapped with those of ABB's new US subsidiary, Combustion Engineering, which it bought last year.

Given a highly competitive market and rapidly changing

technology, said Mr Carlsson, there was a clear need for the co-ordination of product development, manufacturing and marketing, in the interests of economies of scale.

In 1989, ABB Kent made £8.6m before tax on sales of £130m. Meters represented about 40 per cent of turnover.

Brown Boveri Group, which merged with Asea two years ago, bought its stake in George Kent in 1974.

The entire ABB group, a highly diversified engineering concern, had sales of £17.83bn for the whole of 1988 and £15.91bn for the first nine months of 1989, 21 per cent up on the corresponding period the year before.

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## INTERNATIONAL COMPANIES AND FINANCE

# Hachette invites bids for prime Paris real estate

By George Graham in Paris

HACHETTE, the French publishing group, has put its newspaper distribution centre, a substantial building in the heart of Paris, up for sale.

The building is expected to represent one of the biggest real estate transactions in the French market this year.

Banque Arfil, the investment bank controlled by Mr Jean-Luc Lagardère, Hachette's chairman, is inviting bids for the property in a two-round auction to be completed by April, with a minimum bid of FF1.7bn (\$268.7m).

Paris property specialists expect that the building, occupied until 1991 by Nouvelles

Messageries de la Presse Parisienne (NMPP), the leading French newspaper distributor, could fetch substantially more than this minimum.

The property represents a total of 33,389 sq metres of floor space, with a further 6,704 sq metres of basement area, on a site of 5,300 sq metres. The headquarters of the Pechiney aluminium group, sold last year for FF2.76bn, represented almost exactly the same above-ground floor space.

The NMPP building stands on rue Réaumur in the second arrondissement, outside what is generally regarded as Paris's golden triangle. Nevertheless,

it stands only a hundred yards from the Paris stock exchange and close to the headquarters of most of the biggest French banks.

Hachette said yesterday that the sale resulted both from NMPP's need to move to modern accommodation, and from its strategy of realising sleeping assets.

The sale of the NMPP building will reduce Hachette's debt levels, which rose after a series of recent acquisitions, particularly two US purchases made in late 1988: Grölier, the encyclopedia company, for \$449m, and Diamandis, the magazine publisher, for \$712m.

# Cofir joins Warburg in investment firm launch

By Tom Burns in Madrid

COFIR, the Spanish investment arm of Cerus, Mr Carlo De Benedetti's European holding company, has joined forces with Mercury Asset Management of the SG Warburg group to launch Fonfir, a new investment vehicle for the Spanish market with an initial Pta10bn (\$91.9m) capital.

Cofir, which holds a 55 per cent stake in the new company, said Fonfir would be investing in medium-sized Spanish companies seeking expansion both domestically and abroad.

Mercury has a 15 per cent shareholding in Fonfir as do the Spanish banks Banco de Zaragoza and Bankinter.

The venture marks an ambitious new step for Cofir, which will be broadening its activities in Spain.

Over the past two years Cofir has spent heavily to acquire strong positions in key sectors and it will now be purchasing, through Fonfir, smaller stakes in diverse companies.

Cofir last year acquired a 49 per cent stake in Bodegas Berberana, the second most important Rioja wine producer, a 35 per cent stake in NH Hoteles, a domestic hotel chain, and 49 per cent of a fashion shop chain called Massimo Dutti.

# Single-minded approach to X-rays

Peter Marsh examines the unconventional strengths of Hafslund

It is a pharmaceutical company but its best selling product is not strictly a drug. It plans to expand in the European Community by an acquisition in Austria, which is not in the Common Market.

It has a sideline in running power stations and it gains a large chunk of its revenues from the sales efforts of other companies. It splashed out \$55m last year for a business with no sales. Its chief executive is a former insurance official and its chairman is an entrepreneur who is also at the helm of a computer company.

Welcome to Hafslund Nycomed, among the world's most conventional pharmaceutical groups. The Oslo-based Hafslund, with estimated sales last year of Nkr3.1bn (about \$480m), is a minnow in the \$130bn-a-year international drugs industry.

But in recent years Hafslund has attracted interest because of its single-minded approach to grinding out profits from its one big product. This is Omnipaque, a contrast fluid that enables doctors to take sharper, clearer X-ray images.

The formulation, injected into the patient's blood stream before X-ray, has no therapeutic value. But because Omnipaque interacts with the body in much the same way as a conventional medicine, it is generally categorised as a pharmaceutical product.

Omnipaque is one of the two leading products in the \$2bn world market for imaging reagents for X-ray diagnosis. Bracco, an Italian company which has a marketing tie-up with E. Merck, a Swiss-based drugs group, provides the other main formulation while Schering of West Germany is responsible for another, older product in this field.

Berlin-based Schering has an important role in the web-like network of relationships between Hafslund and other companies in the imaging field. Schering is unusual in that in some areas of imaging it competes with Hafslund, while in others it collaborates.

Hafslund gains half its revenues from Omnipaque. The product last year accounted for roughly 70 per cent of the group's pre-tax profit, estimated at Nkr1.8bn. Other Hafslund activities include sales of drugs such as pain relievers and medical equip-

ment, mainly in Scandinavia. It also runs five hydroelectric plants in Norway and makes ferrosilicon products - these last activities being a relic of the Hafslund's original operations when it was formed late last century.

Hafslund's smallness, and consequent lack of marketing muscle, forces it to share income from Omnipaque with three other companies which sell the product under licence in most major markets outside northern Europe.

These companies, Sterling of the US, Japan's Daiichi and Schering, take an estimated two-thirds of the total world sales of Omnipaque of about \$800m a year.

Sterling, a unit of Eastman Kodak, and Daiichi sell the product in the US and Japan while Schering has marketing rights in West Germany, Austria, Switzerland and Italy. Hafslund itself markets the product in Britain, France, the Benelux countries and Scandinavia.

The sharing of revenues and profits over Omnipaque does not unduly bother Mr Svein Aaser, Hafslund's 43-year-old chief executive.

Mr Aaser - who before taking over in Hafslund in 1986 worked in the insurance, paper and food industries - says he recognises the agreements as vital to boosting his company's income in nations where it does not have a direct presence.

For the longer term he is keen to expand Hafslund's own sales efforts in the US, the world's biggest drugs market, although this is unlikely to take place until the late 1990s.

In Europe, however, the picture is changing more quickly. Just before Christmas, Hafslund agreed the Nkr780m acquisition of CL Pharma, a Vienna-based drugs company with annual sales of about \$150m, then owned by the Austrian Government.

The deal will take place in stages; Hafslund has bought a 55 per cent stake in CL and is due to buy the rest over the next three years.

The purchase lifted Hafslund up the world drug industry sales league table, from 80th position to 65th. But the main reason for Hafslund's interest in CL is the latter's marketing



Mr Svein Aaser: aiming to boost Hafslund's US sales

network, which is especially strong in West Germany, Europe's biggest market for medicines. In the long term CL's sales force is likely to reduce Hafslund's dependence on Schering in sales ventures.

Of particular relevance here is a product coming up through Hafslund's development trials: S-041, a contrast agent similar to Omnipaque, but used in the relatively new area of magnetic resonance imaging (MRI).

MRI systems, like X-ray equipment, probe the body for signs of disease. They use a magnetic field and radio waves to produce images of internal organs on a screen.

Use of MRI machines, which can cost up to \$1.5m and are sold by companies such as Philips, General Electric and Siemens, is still in its infancy, especially outside the US. But Hafslund believes that eventually agents like S-041 will add up to a big market in improving MRI images.

According to Hafslund's plans, S-041 will come on to the market in the next 2-3 years. The Oslo company has already signed up Sterling to sell the product in the US. Daiichi will do the same job in Japan. And Hafslund - not Schering, which makes the single competing product for MRI imaging, and which is already on sale - will itself have responsibility for sales in Europe.

Hafslund gained the rights to S-041 through the \$55m purchase last year of California-

based Salutar, a research company still in the development stage. Mr Aaser says the money was well spent. "The Salutar research was ahead of us. They are the number one in the world (in MRI research)."

S-041 is one of a number of imaging products being worked on by Hafslund's 200-strong imaging research team. Besides work in X-rays and MRI, the company is also pursuing other developments in contrast agents that can aid ultrasound diagnosis.

Also in the field of research, Hafslund thinks it could gain other elements from the CL acquisition besides the company's sales team. CL is not known as a drug innovator, but Hafslund managers say they were pleased and surprised to find it had some good research ideas.

Mr Gert Munthe, a Hafslund executive who has taken over as CL chairman, says he is especially impressed by new types of arthritis and heart drugs under development in Vienna. Medicines such as these, assuming they complete clinical development, could be on sale by the mid-1990s, adding to Hafslund's product spread.

The dependence of Hafslund on Omnipaque has caused some fustian among drugs-industry observers.

"Even though in their field they are at the top, they are a one-product company," says Mr Ian Broadhurst, an analyst at the London office of BNP Securities, the French bank.

Another negative thought some people have about Hafslund is that it shares a chairman - in the shape of Mr Terje Mikalsen - with Norsk Data, Norway's biggest computer company. Norsk was once thought of as a high flyer but came crashing to earth last year after a succession of financial and management problems.

Mr Aaser scorns any talk of comparisons between Norsk and Hafslund, where Mr Mikalsen has a non-executive role and is the biggest shareholder with a stake of 15 per cent.

"In computing, the pace of technical developments means that companies can be taken by surprise. In pharmaceuticals that is not the case. We are very different businesses."

# Vaduz bank group rises to SFr45m

By John Wicks in Zurich

BANK IN Liechtenstein, the Vaduz-based group which last year took over GT Management of the UK, has reported an 8.5 per cent rise in 1989 net profits to SFr44.9m (\$28.8m).

The bank, which is controlled by a foundation of the Liechtenstein royal family, recorded a balance-sheet total up 20 per cent to SFr6.6bn.

Consolidated assets are put at SFr7.5bn against SFr6.4bn. The takeover of GT led to a sharp rise in the level of clients' assets under management.

GT alone booked a 48 per cent jump in managed assets between April 1 and December 31 to \$8.25bn (\$10.5bn), its pre-tax profits for the period rising 61 per cent to \$5.82m.

For the parent, the surplus from balance-sheet business rose 9 per cent to SFr65.4m and net brokerage commissions 31 per cent to SFr41.3m.

Earnings from trade in foreign exchange and precious metals went up 17 per cent to SFr14.3m.

It expects to pay an unchanged dividend of 12 per cent.

# Sanofi increases earnings by 20% with strong sales

By William Dawkins in Paris

SANOFI, the French pharmaceuticals group controlled by the Elf Aquitaine oil producer, yesterday announced a 17.7 per cent increase in sales to FF17.15bn (\$3bn) for 1989.

The group estimated that last year's net profits would come out at between 20 per cent and 25 per cent above the FF977m achieved in 1988.

Stripping out the impact of acquisitions made during the year, the turnover rose at an underlying 8.4 per cent to

FF15.83bn, the group said. Sales growth was slower in the second half, an underlying 6.6 per cent up from the same period of the previous year.

The perfumes and beauty products division, which embraces Yves Rocher, Nina Ricci and Van Cleef & Arpels, put in the fastest underlying growth, with a 12.3 per cent increase in sales. The bio-activities division was the slowest growing, with an underlying 6.3 per cent sales increase.

# Cash injection for Arianespace

By William Dawkins

ARIANESPACE, the European spacecraft consortium, which launches more than half the world's commercial satellites, yesterday increased its capital by FF1.05bn (\$185m) to fund growth and diversification.

The cash will be used to develop small satellite launchers, manned spacecraft and to support Arianespace's campaign to be the operator of the future European space shuttle, Hermes, which is expected to come into operation at the end of this decade, said officials.

The funds come from the 50 founding investors of Arianespace, which is 58 per cent owned by French interests and

20 per cent in West German hands.

The money is being raised by a new holding company, Arianespace Participation, which owns 95 per cent of the original operating group and is controlled by the same shareholders. This is the biggest equity raising exercise since Arianespace's formation in 1979.

Meanwhile, the group yesterday welcomed two new industrial investors and made small changes to the ownership structure. Italy's Fiat Aviation is joining the five Italian industrial investors in the original Arianespace operating company.

Italy is nearly doubling its stake from 3.6 per cent to 7 per cent, to reflect the greater role played by Italian companies in the production of the Ariane 4 and Ariane 5, the latest generations of the group's spacecraft.

Société Nationale des Poudres et Explosifs (SNPE), the French explosives producer, has also taken a 1 per cent stake in the operating group.

SNPE will work with BPD Difesa e Spazio, its Italian counterpart and owner of 4.5 per cent of Arianespace's capital, to produce solid fuel for Ariane 5's rocket boosters.

NEW ISSUE

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February, 1990



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# SAINT-GOBAIN

## SAINT GOBAIN IN 1989 ANOTHER YEAR OF GROWTH

The Group profited in 1989 from a favourable environment in almost all of its activities. It was therefore able, at the same time to increase profits, to raise investment to a record level and to develop by external growth.

Based on present estimates presented to the Board of Directors held on January 18, 1990, the key consolidated figures are as follows:

In millions of French Francs	1989 Estimated	1988	1987 Restated
Sales	66 000	58 875	54 602
Operating Income	8 800	8 026	7 267
Income before tax and profit from the sale of non-current assets	7 300	6 465	5 335
Net income from consolidated subsidiaries	5 000	5 061	3 489
Net income	4 300	4 044	2 523
Net income, excluding profit from the sale of non-current assets	3 800	3 077	2 129
Resources from operations (cash flow)	8 200	7 105	6 207
Capital expenditure on plant and equipment	6 200	5 357	3 530
Total investment outlay	4 300	7 145	2 005

Sales increased by 12% and on a comparable basis by 9%. The Group has consolidated companies acquired recently, in particular Vetri (bottles, Italy), Stettner, TSL and Nuova Sima (industrial ceramics, Germany, Great Britain and Italy), Eurocooustic and Glasulid (insulation, France and Denmark), and SISA (cardboard packaging, Italy).

These sales are split: France internal market 30%, exports from France 12%, other European Countries 37%, the Americas 21%.

Operating income has increased by 10%. It is stated after the depreciation charge (MFF 3 700) which has increased by 20% following the major capital expenditure programmes in recent years and a charge for provisions (MFF 900).

Income before tax and profit from the sale of non-current assets has increased by 13%. It is stated after interest expense (MFF 1 200) and non-operating costs (MFF 500) close to those of last year.

Profits from the sale of non-current assets have dropped sharply (MFF 600 against MFF 1 114 in 1988.) The income tax charge (MFF 2 800) has increased by 13%.

Net income, after deduction of minority interests in Group subsidiaries, has increased by 6% and, excluding capital gains by 17%.

Earnings per share based on the number of shares issued at December 31, 1989 (62 056 010 shares) are FF 69.3 against FF 70.4 for 1988. Excluding capital gains they are FF 58 per share against FF 53.6 in 1988.

Capital expenditure on plant and equipment increased by 16% over 1988. It demonstrates the continuous and considerable effort of construction and renewal of plants which the Group has successfully undertaken. The expenditure is largely covered by cash flow, which has increased by 15%.

In addition there are significant acquisitions of companies which have partly contributed to the growth of the Group. The financing of the acquisitions has been made with a limited increase in net indebtedness. Net indebtedness is some FF 9 800 million against FF 8 665 million at December 31, 1988 which ensures that it is kept to a satisfactory level in comparison with total net equity which is now above FF 30 000 Million.

A review of performance by geographical area shows a further increase in the contribution to net income realised by the French companies in the Group which now account for 44%, a percentage close to their contribution to sales. Other European countries contribute 36% and the Americas 20%.

All the industrial divisions have made positive contributions to net income. The Container, Insulation, Fibre Reinforcement and Industrial Ceramics divisions have again improved their performances. The Glass and Pipe Divisions have maintained them at high levels. The Paper-Wood division has confirmed its return to a satisfactory level. Only the Building Materials division, due to the importance of its sales in North and South America, has a slight decline in profits compared with the previous year.

The progression of results in 1989, their better distribution by activity and by country, reflect the strengthening of the positions of Saint-Gobain. The forecasts made for 1990 confirm the benefit of the decisions taken in recent years and the development prospects of the Group.

Compagnie de Saint Gobain  
Investor Relations Department  
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## INTERNATIONAL COMPANIES AND FINANCE

## Pinnacle West reschedules debt as MeraBank seized

By Roderick Oram in New York

PINNACLE West Capital, the embattled Arizona holding company, rescheduled \$650m of debt hours after MeraBank's insolvent savings and loans subsidiary, was seized by federal regulators.

With assets of \$6.57bn but cash of only \$1.1bn, MeraBank is the largest thrift in Arizona and the fourth largest taken over by the US government since the thrift crisis began in the 1980s.

Pinnacle West said the rescheduling saves it from filing for Chapter 11 bankruptcy protection and will enable it to inject the \$450m into MeraBank demanded by regulators.

The infusion will free Pinnacle West of its obligations to

MeraBank, allowing it to concentrate on Arizona Public Service, its original core electric utility business. That is the object of a takeover bid from PacificCorp, a utility holding company serving seven western states. The bid is contingent on Pinnacle West detaching itself from MeraBank.

PacificCorp has proposed a share swap worth about \$8 a share or \$700m in total, plus assumption of Pinnacle West's debt. The target was trading at about \$5 a share when the offer was launched in December and rose 4% to \$11.4 yesterday.

The seizure of MeraBank appeared to surprise Pinnacle West. It thought it had settled its differences with regulators

by injecting \$300m in cash and \$150m in a 12-year note.

However, regulators said they acted because management jeopardised the thrift's health by breaking regulations and using unsafe practices. It lost more than \$200m in 1988 and \$190m in the first nine months of last year. It is expected soon to report further write-offs of around \$300m for bad real estate loans in the fourth quarter.

MeraBank was solvent on November 30 by public accounting rules, but regulators said if goodwill was excluded it had a negative tangible net worth of \$357.4m. Pinnacle West paid \$421m for MeraBank in 1988.

## Hilton delays plans for takeover and reshape

By Anatole Kaletsky in New York

HILTON Hotels, the big Beverly Hills-based hotel and gaming company, said yesterday it was putting off a decision on any of the takeover and restructuring proposals which had been submitted to the company's board.

The company's postponement of a restructuring decision came as a heavy blow to Wall Street's increasingly hard-pressed takeover speculators.

Hilton's share price fell 4% to \$74 immediately after the announcement and other takeover stocks fell in sympathy after the brief rebound they had enjoyed on Wednesday.

At yesterday's low prices, Hilton stock was almost 25 per cent below the \$75 level at which it traded only two weeks ago.

## HK bank may buy Lloyds Canada

By Bernard Simon in Toronto and David Lascelles in London

THE Hongkong and Shanghai Bank is a potential buyer of the loss-making Lloyds Bank Canada - a deal that would make it by far the largest foreign bank in Canada.

The bank has confirmed its interest in the Lloyds operation though it stresses it is only tentative at this stage.

Lloyds Bank of Canada is the former Continental Bank which was acquired by Lloyds Bank, the UK clearer, for C\$900m (US\$180m) in 1986 when it was in trouble. However the acquisition has not been a success, and it has been evident for some time that Lloyds is a willing seller, though it will not confirm this.

Lloyds Bank Canada has assets of C\$4.9bn and is the country's third biggest foreign-owned bank. It has 54 branches and has concentrated on the upmarket retail and mid-sized corporate markets.

The British bank put several of its own people, including a new chief executive, into the senior ranks of its Canadian subsidiary. One former senior employee says the British bank gave less attention to Lloyds Canada than it needed.

Lloyds Canada suffered a loss of C\$34.8m in fiscal 1989, C\$34.8m in the year to Oct 31 1989. The bank has been particularly successful in catering to Asian immigrants and investors in Canada.

The attraction of Lloyds for Hongkong Bank is that it would provide an entrance to the central Canadian markets around Ontario, expanding its

close to that of 1988, when it posted a small profit of C\$2.2m. Its net asset value - a clue to the possible sale price - was about C\$220m at the end of October.

Hongkong Bank of Canada, controlled by Hongkong & Shanghai Banking Corp, is also the product of a 1986 takeover of a troubled domestic bank, in this case Bank of British Columbia. Hongkong Bank has assets of C\$5.4bn and earned C\$34.8m in the year to Oct 31 1989. The bank has been particularly successful in catering to Asian immigrants and investors in Canada.

The attraction of Lloyds for Hongkong Bank is that it would provide an entrance to the central Canadian markets around Ontario, expanding its

existing strength on the West Coast.

An acquisition would also mark a further shift in the Hong Kong bank's asset structure towards the North American market at a time when it is expanding its presence outside Hong Kong. However, it has already achieved its goal of having 30 per cent of its assets in North America through its ownership of the Marine Midland Bank in New York state, and this might curb its appetite for fresh business in Canada.

Any deal is not thought likely to affect Hongkong Bank's plans for an eventual merger with the Midland Bank of the UK, where it owns 14.9 per cent, though no decisions have yet been made on this.

## Bank sues Campeau for default

By Robert Gibbons in Montreal

THE BANK of Montreal is suing Mr Robert Campeau head of the troubled Campeau Corporation, for defaulting on a US\$21.2m personal loan.

Mr Campeau borrowed the money two-and-a-half years ago to help finance the purchase of Campeau's voting shares and debentures. He pledged 425,000 Campeau shares and about US\$15m of debentures as collateral.

The conditions were similar to a loan of C\$150m made by

the National Bank of Canada to Mr Campeau at about the same time. National Bank has seized Mr Campeau's collateral of 13m Campeau Corp common shares, 4m preferred shares and C\$60m of debentures.

Mr Campeau has defaulted on both loans following financial problems after he took over Allied Stores and Federated Department Stores in the US. He owes the Bank of Montreal US\$585,000 in back interest.

Federated and Allied stores, whose chains include some of the best-known US department stores, filed for protection from creditors under the US Bankruptcy Code last month after an unsuccessful battle to alleviate a crippling debt burden.

The two groups, both wholly owned subsidiaries, said they were filing for Chapter 11 protection "to preserve operational strength and assets while the corporate debt is restructured."

## Georgia Gulf faces cash offer

By Alan Friedman

NL INDUSTRIES, the Texas chemicals company controlled by Mr Harold Simmons, the corporate raider, is to launch a cash tender offer of \$45 per share for Georgia Gulf, a leading integrated chemicals producer.

The planned offer, to be made in the next four days, has sent Georgia Gulf's share price up by 4% since it was announced on Tuesday. Yesterday the company's shares stood at \$40.

Georgia Gulf, 25 per cent owned by management and employees, is unlikely to favour the NL move. Last November the company rejected a \$60 per share offer, worth \$1.2bn, from NL.

As a defence, Georgia Gulf is completing a cash-and-equity recapitalisation that will see the company going heavily into debt in order to pay out a special dividend to its shareholders.

NL owns about 9.5 per cent of Georgia Gulf.

The tender offer is expected to step up pressure on Georgia Gulf to complete the recapitalisation.

## Compaq stock rises as sales top forecast

By Louise Kehoe in San Francisco

HIGHER than anticipated fourth-quarter earnings at Compaq Computer, the Texas-based personal computer manufacturer, boosted the company's stock price yesterday by 3% to \$79.

Compaq reported sales of \$2.9bn for 1989, up 29 per cent from 1988 sales of \$2.1bn. Net income rose to \$335m, an increase of 31 per cent over 1988 when the company earned \$255m. Earnings per share rose from \$7.76 to \$8.27.

Sales for the fourth quarter were \$788m, an 18 per cent increase over the \$668m of last time.

Net income for the quarter was \$79m or \$1.84, down 14 per cent from the \$92m or \$2.18 in the fourth quarter of 1988. The earnings dip in the quarter had been anticipated, and most analysts had expected lower earnings.

"In 1989 the US personal

computer market experienced a slowing growth rate," said Mr Rod Canion, president and chief executive. "However, significant new products combined with strong growth in European and international sales made 1989 a good year for Compaq."

Sales in Europe and international sales grew 62 per cent and exceeded \$1bn for the first time, Mr Canion said. North American sales rose by 24 per cent.

The fourth-quarter earnings decline reflected the slowing growth rate of the personal computer market, combined with increased expenses related to Compaq's entry into the computer systems business with its recent introduction of the Systempro product line, the company said.

"We expect this slower market growth to continue in 1990," Mr Canion stressed.

## Gannett lifts income in final period

By Alan Friedman in New York

GANNETT, one of the leading US media and newspaper companies, yesterday reported an 8.1 per cent rise in fourth-quarter net income, to \$127.4m, or 79 cents per share.

The fourth-quarter results, in line with expectations, were achieved on \$688.6m of revenues, which were up 7 per cent.

Mr John Curley, Gannett's chairman, said the earnings rise, which came in spite of a weakening economy, reflected the company's diversified activities.

These include USA Today, the tabloid newspaper which claims to have a readership of more than 6m on circulation of 1.7m.

Gannett said it could not reveal USA Today's exact 1989 revenues, which are thought to be in the \$300m to \$350m range.

Its other holdings include 81 other daily papers, outdoor advertising and 10 television stations and 16 radio stations.

Gannett said fourth-quarter earnings included a special non-taxable gain of about \$30m from the sale of a newspaper in Santa Fe, New Mexico.

The company added the gain was offset by fourth-quarter operating and shutdown losses of more than \$30m from GTG Entertainment, an ill-fated television production partnership that Gannett is pulling out of.

The Washington-based company's full 1989 results, for a 53-week year, saw net income rising by 9 per cent to \$397.5m, or \$2.47 on total revenues up 6 per cent to \$3.5bn.

On Wall Street, where several newspaper stocks were down, Gannett's price was marked 4% lower to \$40.4 yesterday morning.

## Strong nine months at Molson

By Robert Gibbons

THE MOLSON Companies improved its position as Canada's largest brewer in the nine months ended December 31, in spite of a tide of discounted US beer in the Ontario market in the wake of Canada-US free trade.

Molson's special chemicals and hardware and building materials retailing sides also did better.

The group reported earnings using two distinct methods, following last August's merger of its brewing with Carling O'Keefe into a 50-50 joint venture with Elders IXL of Australia. Before the impact of the merger, earnings for the nine months ended December 31 were C\$95.6m (US\$81m) or C\$2.91 a share, up 18 per cent from C\$80.8m or C\$2.46 a year earlier. Sales were unchanged at C\$2bn.

Third-quarter earnings equalled 78 cents a share, against 64 cents.

The merger brought a net realised gain of C\$62m or C\$1.88 a share for the nine months.

This brought Molson's total earnings for the period to C\$157.5m or C\$4.79 a share.

Diversey Corp's chemical sales rose 3 per cent worldwide. Europe continued to be the most profitable region, while Latin American operations were hit by several devaluations.

Retail merchandising volume rose 8 per cent in spite of generally softer consumer demand in Canada, and operating profits were better.

Canada's Federal Government has settled a dispute with Boeing of the US over its

acquisition of DeHavilland Canada in 1986, say industry sources.

Boeing paid C\$90m net for DHC and its computer aircraft assembly plant at Toronto, and later claimed the operation was in worse condition than it thought.

It sought C\$110m in costs and damages for correcting health and safety problems at the plant.

The lawsuit will be settled by payment of C\$100m to Boeing by Canada Development Investment Corp, the federal holding company.

Boeing will also get a \$51m forgivable loan towards development of the Dash-8-400 64-72 seater turbo-prop commuter aircraft. The loan will not be repaid if Boeing meets specified sales targets.

## Bethlehem Steel in 24% fall

By Anatole Kaletsky

BETHLEHEM Steel, the second largest US steelmaker, suffered a sharp decline in profits and sales in the fourth quarter. However, the company's results were better than the increasingly bearish consensus of analysts on Wall Street had estimated.

Bethlehem made net profits of \$50m or 58 cents a share in the fourth quarter. This represented a 24 per cent decline from the \$66m or 79 cents reported a year earlier, but the underlying fall was much steeper because of \$55m of net restructuring charges included in the year-earlier result.

In 1989 as a whole the company made net profits of \$248m or \$2.38 a share, 39 per cent down on \$340m or \$3.32 reported in 1988.

The annual results were more closely comparable than the quarterly figures because of roughly equal charges and write-offs in both years. In 1989 there were \$105m of net non-recurring charges, while charges amounted to \$115m the year before.

## American Barrick beats output target

By Kenneth Gooding, Mining Correspondent

AMERICAN Barrick Resources, the Toronto-based mining company, beat its gold production target for 1989 by a wide margin. Output reached 497,837 troy ounces of gold, compared with 341,000 ounces in 1988 and a target of 440,000.

The substantial increase in production coupled with Barrick's price hedging programme helped lift the company's net income for the year to \$107.1m or \$2.44 a share, against \$81.9m or \$2 a year earlier. For the full year, net earnings were \$420.5m or \$3.93, compared with \$358.6m or \$3.55 the previous year.

Catastrophe losses for the year were \$89.5m, of which \$73.5m were incurred in the

## Chubb expands despite California earthquake

By Karen Zagor in New York

CHUBB, the US casualty and property insurance company, yesterday reported strong earnings for the fourth quarter and year in spite of heavy catastrophe losses in the second half following the earthquake in northern California, writes Karen Zagor.

For the three months ended December 31, net income was \$107.1m or \$2.44 a share, against \$81.9m or \$2 a year earlier. For the full year, net earnings were \$420.5m or \$3.93, compared with \$358.6m or \$3.55 the previous year.

Catastrophe losses for the year were \$89.5m, of which \$73.5m were incurred in the

second half of the year. In the fourth quarter alone, catastrophe losses amounted to \$31.5m.

The company reported a property and casualty post-tax underwriting loss of \$25m in the year, against income of \$15.8m in 1988.

Net premiums written in 1989 slipped 1 per cent to \$2.7bn. The combined loss and expense ratio, after dividends to policyholders, was 101.5 per cent for the year, compared with 99.3 per cent a year ago.

Post-tax investment income for 1989, excluding life and health insurance operations, rose 15 per cent to \$345.1m from \$300.7m.

The company added the gain was offset by fourth-quarter operating and shutdown losses of more than \$30m from GTG Entertainment, an ill-fated television production partnership that Gannett is pulling out of.

The Washington-based company's full 1989 results, for a 53-week year, saw net income rising by 9 per cent to \$397.5m, or \$2.47 on total revenues up 6 per cent to \$3.5bn.

On Wall Street, where several newspaper stocks were down, Gannett's price was marked 4% lower to \$40.4 yesterday morning.

## Noranda Forest goes into reverse

By Robert Gibbons

NORANDA Forest, the forest products arm of the big Canadian resource group Noranda, felt the impact of price discounting in newsprint and the higher Canadian dollar in 1989.

Net profit was C\$189m (US\$160m) or C\$1.72 a share, down 26 per cent from C\$258m or C\$2.52 a share in 1988, on revenues of C\$4.9bn, up 3 per cent.

Fourth-quarter earnings were C\$27m or 22 cents a

share, down 57 per cent from C\$63m or 16 cents a share a year earlier, on revenues of C\$1.3bn, down 8 per cent.

Weak markets for newsprint in North America extended to other paper grades, especially in the fourth quarter. The Canadian dollar rose about 4 per cent in 1989 against US currency, while higher interest rates reduced profits by about C\$45m for the full year.

The results include Noranda Forest's share of Macmillan

Bloedal and several Eastern Canada subsidiaries.

Canada Pacific Forest Products is shutting indefinitely one of five newsprint machines at its big Gatineau mill near Ottawa because of slow markets. About 100 workers will be laid off.

In addition Abitibi-Price is reviewing all its operations to cut costs and narrow its focus. Earnings declined severely in 1989 and the quarterly dividend rate has been halved.

## Flat earnings for General Dynamics

GENERAL Dynamics, the second biggest US defence contractor which produces the F-16 fighter, has reported record annual sales and essentially flat earnings for the year, writes Karen Zagor.

The company, which is bracing itself for a downturn in the face of proposed cuts in defence spending, said fourth-quarter net income slipped about 3 per cent to \$82.3m or \$1.98 a share from \$85.2m or \$2.03 in the 1988 quarter. Revenues rose 6 per cent to \$2.63bn from \$2.49bn.

For the full year net profits were \$283.1m or \$7.01 against \$294m or \$7 a year ago. Net sales rose 5 per cent in 1989 to \$10.04bn from \$9.55bn.

Operating earnings in 1989 rose to \$583.9m from \$523.1m.



## INTERNATIONAL COMPANIES AND FINANCE

## An Asian airline counts the cost of flying

Lim Siong Hoon on Malaysia Airlines' need to generate funds without raising fares

The year has begun unhappily at Malaysia Airlines System. Union leaders aired their grievances in public last month, speaking of overwork, poor conditions and malfunctions in two leased aircraft.

The public began writing letters to the local press complaining about delayed flights, cancellations and overbooking. Then the Government stepped in. Yes, said Dr Lim Siong Sik Ling, the Transport Minister, the carrier's golden service has deteriorated. He summoned its senior managers to give an account to Cabinet.

Amid this furore, the MAS share price fell 20 per cent from its 11.50 ringgit high. Securities analysts downgraded this year's forecast for pre-tax profit by 10 per cent to around 300m ringgit (US\$74m).

Mr Abdul Aziz Abdul Rahman, the managing director, says simply of the bad publicity: "It will go away."

The airline's present troubles cloud its good financial record since it emerged from a 36m ringgit loss in 1982, and its privatisation that came three years later.

Growth in annual revenues has been running at 20 per cent in the last two years. For the year to March the gloomiest prediction - from CIMB Securities, a local stockbroker - still leaves a 22 per cent rise in revenues to more than 2bn ringgit and a pre-tax profit of 194m ringgit, up 23 per cent. MAS has never had it better.

does not entirely make nonsense of the claims against the airline. In one sense, MAS is a victim of its own success.

Since 1985 the airline's network, now covering 130,000 km, has been expanding at 10 per cent a year. International and domestic flights are 80 per cent filled on average.

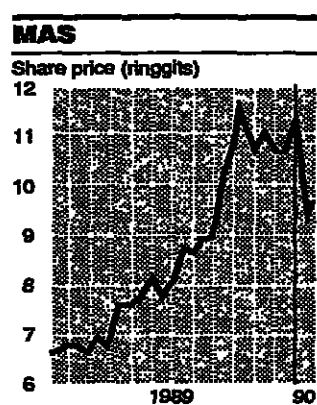
Then a jump in tourist arrivals, lured by a 1990 Visit Malaysia Year campaign, plus an influx of business visitors, put pressure on the airline's capacity and services.

Mr Abdul Aziz says: "Our problems are about equipment, maintenance and staff." For a fleet size of 47, averaging 11½ years of age, there are 300 flights daily. Its staff of 12,000 needs to be lifted to 14,000. For example, building an in-house technical servicing network and an engine overhaul centre are tasks that strain its engineering capability.

MAS has set 1989-95 as a period of renewal, in the most extensive such exercise since, as Malaysian Airways, it broke with Singapore in 1971.

The centrepiece in this change is the replacement of almost its entire fleet. By 1995 the age of its fleet is intended to average three years.

The net replacement cost for the 37 aircraft to be delivered between last year and 1995 will be 6bn ringgit. This fleet renewal programme has implications for its international reach, financial performance and equity structure.



The future of MAS lies in its profitable long-haul routes where nearly 72 per cent of its expansion cost will go to buy four Boeing 747-400s and eight Airbus A330s. Some 55 per cent of its passengers travel on international routes, but they provide 78 per cent of revenues which, until 1988, subsidised the domestic operations.

Providing services to additional international destinations - taking the total to 50 - will enable MAS to meet the competition from other Asia-Pacific airlines. They are expanding similarly and going for the same European and North American markets.

During its transition, operating margins will tend to shrink. The biggest threat to these, say analysts, comes from costs of staff and fuel, and higher depreciation charges as new aircraft arrive.

Larger capital allowances

and lower maintenance costs could eventually offset some of the higher charges.

The big bills will pile up between 1992 and 1995 when, simultaneously, three 747s, several of the 16 Boeing 737s and the eight Airbus A330s arrive.

Half of the cost of each aircraft will be settled on delivery. "We don't like bullet payments," says Mr Sulaiman Suja, the finance director.

MAS is putting a 3bn ringgit ceiling to its debt financing, he adds. So, to settle its bills promptly there is a pressure to generate funds internally by keeping profits up while it looks for ways to raise equity.

Two options are available and both are thought likely: a cash call at home and an offering abroad.

CIMB Securities reckons that 40 per cent in equity financing seems likely, says Mr Lau Yew Kong, its research manager. This can avoid crimping too much on earnings per share.

The foreign shareholding in MAS is already near the current 30 per cent limit (a 10 per cent block is held by neighbouring Brunei), and a listing abroad appears justifiable.

Malaysian government institutions, primarily the central bank, hold 60 per cent of the equity, but, says Mr Sulaiman, the state could divest while retaining control through a golden or veto share.

MAS began as a government creature, and elements of its character continue to exist in its operation.

Labour issues contain a

political dimension: workers take their grievances to their politicians. Productivity, measured in terms of revenue per employee, has recently been rising by around 12 per cent annually. But Singapore Airlines, according to a report on MAS by stockbroker W.L. Carr, has as many employees producing seven times the profits and twice the revenues.

Yet popular pressure keeps the Government from allowing MAS to raise domestic fares to make up for the growing costs. With one hand tied, says Mr Aziz, "I would prefer running an international airline."

MAS is secretive about how badly its domestic operations weigh on the overall performance. W.L. Carr estimated that 1988 domestic losses were nearly 8.7m ringgit, or 6 per cent of pre-tax profits.

This is not a compelling enough reason for the Government to split the international and domestic sectors. The airline's monopoly on the local market could become more useful given Malaysia's 7 per cent growth in real incomes.

MAS says its domestic operations broke even last year. If it can raise productivity further, and if the new investments are used to justify higher fares, the local market is a potential safety net - in case anything goes wrong elsewhere that threatens its renewal programme. Hence the airline's willingness to put a brave face on its troubles.

## Big demand for Sime Singapore's public offer

SIME SINGAPORE'S public offer of 108.75m shares was 125-times subscribed in spite of uncertainty over the local car industry, one of the group's core businesses, Reuters reports from Singapore.

More than 188,647 investors applied for 12.38bn shares, according to Development Bank of Singapore, lead manager of the issue.

Sime Singapore, previously a wholly owned subsidiary of Malaysia's Sime Darby, offered the shares at \$31.15 each. The offering represented 25 per cent of its enlarged 435m share capital.

It is the second local company to go public this year.

Sime Singapore has subsidiaries engaged in six core activities covering a motor dealership, heavy equipment trading, technical and consumer trading, packaging, property and insurance.

Brokers said the recent decision by the Government to depress demand for new cars under a quota system had led to uncertainty over prospects for the car industry.

But they said the strong response to Sime's offer indicated continued bullish sentiment and liquidity among investors.

Kim Eng Holdings, the first issue this year, attracted a record 763-times subscription, attributed to cash-rich investors eager for new issues.

## Syndicate demands immediate A\$385m payment from Bond

By Chris Sherwell in Sydney

THE FINANCIAL troubles of Mr Alan Bond, the Perth entrepreneur already under siege from creditors and regulators, have taken another turn for the worse with a demand from a bank syndicate for immediate repayment of a A\$385m (US\$236m) facility from Bond Media.

The demand was served on Wednesday by National Australia Bank (NAB) on behalf of the syndicate. Bond Media, 52 per cent owned by Bond Corporation, said in a statement yesterday that no replacement facility was in place.

It added that it disputed the need for immediate repayment and said it was contesting the move in the New South Wales Supreme Court.

After receiving affidavits yesterday the court decided to adjourn a hearing until next week.

The court action is the third big legal dispute affecting the future of Mr Bond's sprawling empire, although significantly the banks involved in yesterday's move are not seeking the appointment of a receiver to Bond Media.

In another dispute, NAB heads a different syndicate which last month successfully applied to the Victorian Supreme Court for the appointment of receivers to Bond Media.

Bond Media, the cash-generating beer subsidiary, Mr Bond challenged that decision and is awaiting the outcome.

In a third battle, he is fighting in the Western Australian Supreme Court against the demands of two separate groups of US investors seeking interest and principal repayments on notes issued by Bond Media and its own subsidiary, Swan Brewery.

Yesterday Bond Corporation won an injunction delaying one US investor group from acting to liquidate Swan Brewery.

Bond Media said it was continuing negotiations with local and overseas investors to restructure its finances before the end of March, when A\$200m worth of convertible preference shares held by Mr Kerry Packer's Consolidated Press Holdings are due to be redeemed.

Bond Media owns the Channel Nine television network and a chain of commercial radio stations. Mr Bond bought the assets from Mr Packer for A\$1.08bn in early 1987. In spite of the flotation of Bond Media that year and the network's highly successful ratings, the company's debt burden has proved too heavy.

Last month Mr Packer unveiled an audacious takeover bid for Bond Media under which his newly created group, Television Corporation of Australia, made a share swap offer for Bond Media valuing the company at just A\$53m, aiming then to recapitalise it through a A\$450m institutional placement at home and abroad.

In the meantime, confusion reigns over the Government's precise position on foreign ownership of Australian television interests - an issue not only for Bond Media and for Mr Packer but for Channel Ten, which is seeking further equity after changing ownership recently, and Channel Seven, which is in the hands of receivers after the collapse of its parent, the Quintex group.

The current upper limit is 20 per cent, and while the Government said earlier this month that it would stick by Labor Party policy and not relax this, indications are growing that changes are in train which will spell out a higher limit for overall foreign ownership and an individual limit.

## Arabian Oil profits soar

By Our Financial Staff

ARABIAN OIL, the biggest Japanese-owned oil producer, boosted pre-tax profits 165.4 per cent to Y62.55bn (\$42m) last year and expects further growth to Y72bn in 1990.

The company produces heavy crudes in the neutral zone between Saudi Arabia and Kuwait, from a field discovered 30 years ago. While benefiting last year from an upturn in oil spot prices and increased demand, it is fearful about a

trend to lighter crudes. The governments of the two adjacent Arab states each hold 10.3 per cent of the company, which ships almost all its output to Japan. The largest domestic shareholder, with 7.1 per cent, is Tokyo Electric Power, the utility which is also a key customer.

Revenues almost doubled to Y210bn from Y107bn as volume sales rose to 275,000 barrels a day from 172,000 b/d.

## Gotthard Bank to increase dividend

Gotthard Bank, the Swiss institution in which Sumitomo Bank of Japan holds 52.6 per cent, is to increase its dividend to SF20 (\$13.38) per share and participation certificate from SF18, writes John Wicks in Zurich.

This follows the 17 per cent rise in net profits last year to SF48m - attributed by Mr Fernando Garzon, chairman, to a gain in non-interest business. Net commissions rose 39.1 per cent to SF188.2m.

HALIFAX BUILDING SOCIETY	
£150,000,000	
Floating Rate Loan Notes Due 1996 (Series A)	
Interest Rate	15.125%
Interest Period	The January 1990 to the January 1991
Interest Payment	£ 1,000.00 per £10,000
Minimum Investment	£ 5,000.00
Application	Circle 10 on Reader Service Card

## OKAMURA CORPORATION

Notice concerning change of financial year and Dividend Accrual Period to the holders of the outstanding Bearer Warrants to subscribe up to ¥9,831,500,000 for shares of common stock of Okamura Corporation

In accordance with the provisions of Clause 4(F)(ii) of the Instrument dated 26th May, 1987 (the "Instrument") pursuant to which bearer warrants ("Warrants") to subscribe up to ¥9,831,500,000 for shares of common stock of Okamura Corporation (the "Company") have been issued, notice is hereby given of the following:

(1) The Board of Directors of the Company at its meeting held on 22nd January, 1990 resolved that the Board would refer to the General Meeting of Shareholders of the Company to be held on 27th February, 1990 a proposal to amend the Company's Articles of Incorporation, *inter alia*, so as to change the Company's financial year from the twelve-month period ending on 30th November in each year to the twelve-month period ending on 31st March in each year and the record date for the payment of annual dividends and interim dividends, respectively, on the Company's shares from 30th November and 31st May, respectively, in each year to 31st March and 30th September, respectively, in each year.

(2) If the above proposal is approved by the Company's shareholders on 27th February, 1990, the Company will have one irregular financial period, commencing on 1st December, 1989 and ending on 31st March, 1990. The first new full financial year will commence on 1st April, 1990. The record date will be 31st March each year for the payment of dividends and 30th September each year for the payment of interim dividends, if any, on the Company's shares.

(3) Subject to the aforementioned approval, the "Dividend Accrual Period" (as defined in Condition 4 of the Terms and Conditions of the Warrants) will henceforth be the period commencing on 1st December, 1989 and ending on 31st March, 1990 and, thereafter, each six-month period ending 31st March and 30th September in each year, unless changed by the Company in accordance with Clause 4(F)(ii) of the Instrument.

(4) The Subscription Price applicable to the Warrants will not be adjusted as a result of the above change of the financial year.

OKAMURA CORPORATION  
1-2-2, Nagata-cho 2-chome  
Chiyoda-ku, Tokyo, Japan  
2nd February, 1990

## ALLIANCE LEICESTER

Alliance & Leicester Building Society  
£150,000,000  
Floating Rate Notes due 1996

For the three months 29th January, 1990 to 30th April, 1990, the Notes will carry an interest rate of 15.1675% per annum with an interest amount of £189.33 per £25,000 and £3,786.47 per £100,000 Bond, payable on 30th April, 1990.

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Bass Brothers  
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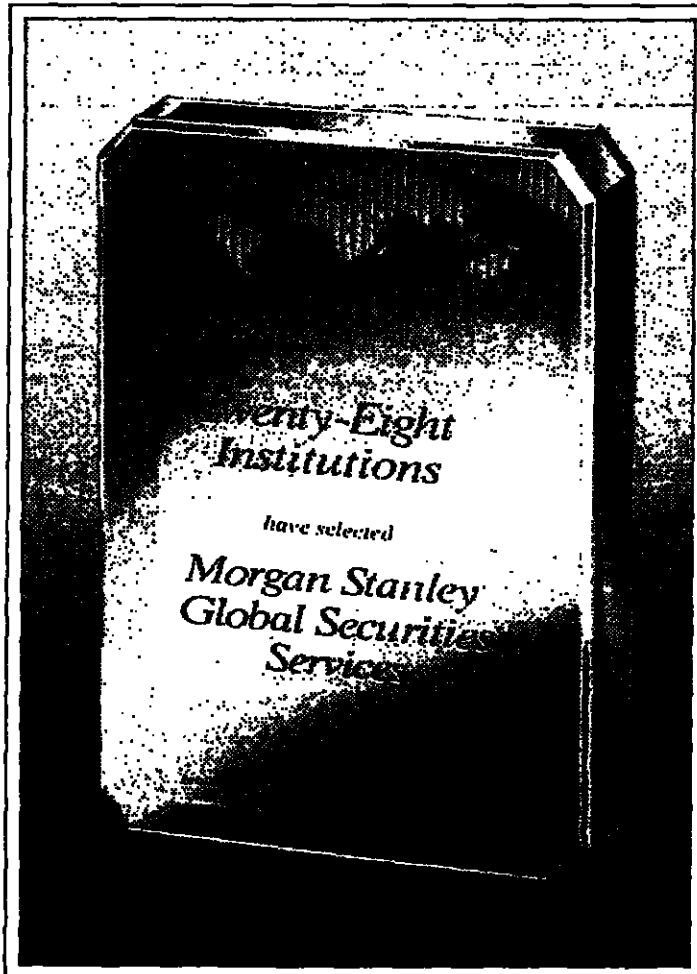
Aetna Life Insurance Company  
Hartford

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## INTERNATIONAL CAPITAL MARKETS

## Treasuries fall despite weak purchasing report

By Janet Bush in New York, Martin Dickson in London and George Graham in Paris

US TREASURY bonds slipped back by yesterday's midsession in a reaction to Wednesday's sharp gains in spite of a report from US purchasing managers saying that the economy declined sharply in January for

## GOVERNMENT BONDS

the ninth consecutive month. At midsession, the Treasury's benchmark long bond was quoted 4 1/2 point lower for a yield of 8.46 per cent.

The national report from US purchasing managers said the rate of decline in economic activity in January was the greatest since December 1982. The managers' index fell sharply to 45.2 per cent from 46.7 per cent in December.

The weakness in the national report confirmed the softness in a report on Wednesday from purchasing managers in the Chicago area.

The national report said there was a sharp fall in new orders, that employment declined for the eleventh consecutive month and that the inventories index was the lowest since December 1986. Prices declined for the eighth consecutive month but the rate of decline was the lowest since May 1989.

One reason for the market's relatively weak tone was news of a 26,000 decline in initial claims for unemployment benefits, a weekly figure which is closely watched because it provides an early hint for the monthly employment release due today.

On Wednesday, the bond market rallied in spite of testimony on the previous day by Mr Alan Greenspan, Fed chairman, saying explicitly that he thought the chances of a recession were low.

The present dynamics of the market are clearly technical and yesterday's modest declines were attributed mostly to profit-taking after Wednesday's full-point rally at the long end of the yield curve.

WEST GERMAN Government bonds ended the day marginally higher than overnight levels after an early morning rally petered out in later trading.

BENCHMARK GOVERNMENT BONDS									
	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago	Year ago	
UK GILTS	10.000	4/93	94.15	+0.232	12.11	12.20	11.46		
	10.000	5/98	95.30	+0.232	11.20	11.15	10.58		
	10.000	10/98	96.11	+0.232	10.59	10.17	9.28		
US TREASURY *	7.875	11/99	96.90	+0.232	8.44	8.33	7.92		
	8.125	5/99	96.12	+0.232	8.46	8.36	7.92		
JAPAN	No 119	4/90	99.7496	+0.572	0.57	0.51	0.52		
	No 2	5/90	99.0558	+1.008	0.30	0.40	0.56		
GERMANY	7.125	12/99	96.2700	+0.070	7.68	7.72	7.46		
FRANCE	BTAN	8/00	109.94	-0.030	10.35	10.28	10.21		
	OAT	8.125	5/98	96.7500	+0.010	9.88	9.56	9.50	
CANADA *	9.250	12/98	95.4000	+0.200	9.59	9.51	9.56		
NETHERLANDS	7.500	11/99	94.7200	+0.020	8.30	8.26	8.02		
AUSTRALIA	12.000	7/99	95.8905	-0.105	12.78	12.75	12.92		
London closing, *denotes New York morning session									
Yields: Local market standard Prices: US in 32nds, others in decimals									

London closing, "quotes New York morning session. Prices: US, UK in 32nds, others in decimal. Yields: Local market standard.

Technical Data/ATLAS Price Sources

European troop cut proposals and a strengthening D-Mark against the dollar, propelled prices higher from the opening. But there was a follow-through, with volume in the cash market very thin and investors preoccupied by today's new federal government issue. A weakening of US Treasuries at New York's opening also undermined sentiment.

The most recent federal 7 1/2 January 2000 bond was fixed at 97.07, up 25 pennies from the previous day's fix and about 10 higher than overnight. The yield fell to 7.68 per cent from 7.72 per cent. In late trading the bond was quoted around the fixing level.

UK GILTS closed little changed after a day of dull, featureless trading and light volume. In the absence of any powerful domestic influences, the market took its lead from international developments and opened up to 1/4 higher thanks to the overnight rise in US Treasuries but then fell back on profit taking. The benchmark 11 1/2 Treasury stock due 2003/07 was quoted at the close at around 106 1/4, up 1/4 for a yield of 10.82.

THE FRENCH Government yesterday sold FF8.1bn of bonds at its regular monthly auction, in a slightly strengthening market. The auction mostly focused on the 10-year fixed rate bond OAT 8.5 per cent 2000, currently the principal

## JSDA posts guidelines on tokkin funds

THE JAPAN Securities Dealers Association (JSDA) has issued guidelines to make the management of tokkin funds, or special money trusts, more transparent, Reuters reports.

The finance ministry asked the industry group in late December to tighten its self-regulatory practices after concluding that it was too easy for securities houses to use tokkin funds to buy and sell stock to guarantee returns.

Tokkin are theoretically managed by investment management companies or by investors themselves, such as companies or financial institutions, with trust banks acting as custodians. But in practice, the investor will often entrust the money to a brokerage to manage at will.

The guidelines say that investors wanting to open a tokkin account must be listed on a Japanese stock exchange or registered with the over-the-counter market.

Corporations investing in tokkin should have a tokkin fund manager on their staff with at least five years experience, while financial institutions would be required to have Y50bn in deposits and savings, the JSDA said.

An existing account with realised or potential losses of 10 per cent or more would be placed on a brokerage watch list and if it were still on the list after three months, details would be reported to senior officials of the company managing the account and the investor.

The ministry has already asked for checks on tokkin involving three levels of management at brokerages and reports to ministry officials every six months.

Under the guidelines, investors should be asked to submit written promises not to ask securities firms for guaranteed returns, the JSDA said.

The JSDA's 260 member brokers will now formulate in-house rules and submit them to the ministry for approval.

Tokkin funds and fund trusts, which are similar, but managed instead by the trust banks, together are worth about Y41bn.

## Spain streamlines debt markets

Peter Bruce on the latest drive to upgrade Madrid as a capital centre.

The Spanish Government is planning to issue the country's first Ecu-denominated bond - worth Ecu500m - later this month as part of a determined new drive to balance its public debt structure and to modernise Spain's capital markets.

Mr Manuel Conthe, director general of the Spanish Treasury, also confirmed in an interview that the Treasury would soon now consider allowing non-supranational foreign institutions to issue peseta-denominated bonds, so-called Matador bonds, and that it planned to streamline the current slow process of withholding tax on Government bonds held by non-residents. Mr Conthe also hinted that a rule imposed in early 1987, whereby interest is not paid on convertible peseta deposits worth more than Ptas1m, may be discontinued.

The restriction was imposed to help stem the flow of speculative capital into Spain, which was then suffering interest rates above 20 per cent.

The move came as the Government appears to be having some success in its effort to cool the economy and Mr Conthe implied that the capital controls imposed in 1987 and last year which did not directly contribute to dampening consumer demand and credit may soon become redundant.

The Government has already stopped insisting that local banks deposit 20 per cent of any money they borrow abroad in non-interest bearing accounts with the Bank of Spain. A similar rule still applies to corporate and private borrowers who have to deposit 30 per cent of the foreign loan with the central bank.

At the same time, though, the Government and the Bank of Spain worry about how to finance Spain's spiralling current account deficit, which quadrupled last year to reach \$16.6bn or 3.5 per cent of GDP. For the past two years, much of the foreign capital inflow that has helped cushion the deficit has been speculative.

The Government, by modernising and liberalising its debt instruments, is clearly trying to ease a highly-distorted payments burden.

The Treasury uses four principal instruments:

- Pagares del Tesoro;

short-term low interest promissory notes used mainly to attract undeclared income. There is constant debate about whether to phase them out.

- Letras del Tesoro (Treasury bills): hugely popular among foreign investors, they have become in just two years, the most sought after issues in the Treasury's armoury.
- Bonos del Estado (Treasury notes) and Obligaciones del Estado (Treasury bonds): traditional medium and long-term bonds subject to a 25 per cent withholding tax upon coupon payments. Capital gains tax is paid in the country of residence.

May, two months after the Government had imposed a withholding tax on Letras, the volume of Letras in non-resident hands rose to a record Ptas430bn. It had fallen again to Ptas183bn by mid-January. Meanwhile, outstanding Treasury notes and bonds in non-resident hands has risen in volume from Ptas202bn to Ptas251bn in the last 12 months.

Auctions of three-year bonds towards the end of the year were disappointing, however, in spite of a rise in yields to 13.53 per cent in December, well above the rate on Letras, which had fallen to 13.07 in December from 14.42 per cent.

## Summary of main capital controls

## Non-residents:

- Convertible peseta deposits above Ptas10m (\$82,000) cannot be remunerated.
- Forward purchase and sale as well as repurchase agreements of government securities are not allowed.
- Forward purchase of foreign currency is allowed only against convertible pesetas and for not less than seven days.

## Residents:

- Banks:
  - Foreign currency holdings limited to percentage of capital through required "guarantee" ratios.

## Non-banks:

- Foreign currency and convertible peseta bank accounts not allowed - except for exporters who are subject to certain limitations.
- Prior authorisation required on foreign loans greater than Ptas1.5bn with maturity less than three years.
- Non-interest bearing prior deposit of 30 per cent on foreign loans.

Source: Chase Manhattan and Banco de Espana

One of Madrid's most pressing problems is that Treasury bills and pagares account for more than half the redemption payments - nearly Ptas9,000bn - it will have to make this year, while medium and long-term bonds attract relatively little interest abroad.

It is horrendous to have to pay so much on the short term," says Mr Jaime de Pinillos, chief economist at Chase Manhattan in Madrid.

Mr Conthe agrees. "We want foreign investors to move from Letras to (traditional) public debt instruments," he says.

To a certain extent, moves to lower interest rates on Letras is working. At the end of last

last spring, the absence of buyers may be cyclical, but the Treasury is not taking any chances.

To make the shift from short to long-term easier and more attractive to foreigners, Mr Conthe wants to cut out long delays in the deduction of withholding taxes on notes and bonds. At present the Spanish deduct 25 per cent and if the buyer lives in a country with which Spain has a double taxation agreement they can then apply for repayment of the difference between the 25 per cent and an amount agreed in the tax treaty.

In most cases, this last amount is 15 per cent, and 12

per cent for UK residents. Madrid is currently negotiating a tax agreement with the US, where enthusiasm for Letras has probably been greatest and where it hopes to generate new enthusiasm for its longer-term offerings.

The Treasury wants to eliminate the application for repayment and simply deduct the final amount the investor would be paying on interest received.

Officials believe the delays involved in repaying some of the withholding tax are partly responsible for the "coupon washing" of Spanish Government bonds that has reached "massive" proportions. Bond holders abroad normally sell them to a Spanish bank just before the coupon date and the bank sells them on again after collecting on the coupon and, subsequently, entering a tax credit in its books.

Mr Conthe said the Treasury had waited until now to enter the Ecu bond market because it did not want to appear to contradict the restrictions placed on private borrowing abroad a year ago. He said at least two Ecu issues would be made this year. Entering the Ecu market, he said, had also assumed political significance since Prime Minister Felipe Gonzalez was keen to demonstrate Spain's commitment to monetary integration in the European Community following the country's entry into the exchange rate mechanism of the European Monetary System last summer.

He could not, he said, be specific about future issues of Matador bonds, the first of which was issued by Eurofin in June 1987. Since then, some 38 borrowers have issued bonds of which Spain is a member - have issued straight Matadors worth more than Ptas800bn. The biggest borrower has been the European Investment Bank, with seven issues, one worth Ptas20bn in 1988.

Matadors normally compete with Government bonds and the Treasury's decision to allow new institutions to issue them has yet to be tested. Last year two non-supranational offers of three-year Matadors in the Euromarkets were withdrawn when Madrid disapproved. The Spanish are clearly going to be careful about who they allow in to the Matador club.

## FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS									
Thursday February 1 1990									
	Index	Day's Change	Est. Earnings Yield (%)	Gross Div. Yield (%)	Est. P/E Ratio	Index	Index	Index	Index
Figures in parentheses show number of stocks per section									
1 CAPITAL GOODS (263)	893.97	+0.1	12.71	4.77	9.59	1.34	892.64	890.38	897.87
2 Building Materials (27)	1286.94	+0.5	14.30	5.14	8.72	0.36	1285.13	1288.98	1287.22
3 Contracting, Construction (36)	1514.88	+0.3	16.38	5.21	9.99	0.14	1513.99	1517.32	1514.07
4 Electricals (10)	2591.02	+0.2	18.12	4.80	12.81	0.40	2589.14	2592.49	2588.19
5 Electronics (30)	1929.35	+0.3	9.29	3.73	13.92	0.76	1935.00	1929.64	1939.26
6 Engineering-Aerospace (8)	456.44	+0.4	13.25	4.84	9.27	0.04	454.99	453.80	454.54
7 Engineering-General (45)	476.57	+0.1	11.74	4.92	10.28	0.34	475.71	479.02	479.02
8 Metals and Metal Forming (6)	446.71	+0.1	25.27	4.44	4.47	0.01	446.85	441.89	447.03
9 Motors (16)	381.64	+0.2	13.89	5.53	8.44	0.00	381.80	381.81	382.47
10 Other Industrial Materials (25)	1686.70	+0.1	14.88	4.46	11.47	3.00	1686.46	1686.58	1691.25
11 CONSUMER GROUP (177)	1280.86	+0.1	8.81	3.71	14.18	2.10	1280.96	1281.10	1286.50
12 Breweries and Distillers (22)	1509.78	+0.1	9.28	3.48	13.29	6.54	1509.91	1507.58	1513.37
13 Food Manufacturing (19)	1132.46	+0.7	9.46	5.90	15.16	1.70	1132.91	1134.35	1135.61
14 Food Retailing (16)	2334.32	+0.4	8.73	3.24	14.86	0.40	2334.04	2334.04	2344.86
15 Health and Household (13)	2483.34	+0.8	3.31	2.63	18.83	0.20	2483.34	2483.34	2494.93
16 Leisure (33)	1626.83	+0.7	8.27	3.44	14.89	0.51	1626.48	1626.47	1634.01
17 Packaging & Paper (13)	581.86	+0.5	12.08	5.35	14.85	0.76	578.77	578.77	584.94
18 Publishing & Printing (17)	1440.31	+0.3	8.71	4.91	14.83	0.50	1440.31	1440.31	1440.31
19 Textiles (31)	781.47	+0.1	11.16	4.81	11.66	0.25	781.35	777.98	784.84
20 OTHER GROUPS (103)	1177.95	+0.4	10.85	4.73	11.84	0.30	1173.69	1174.26	1179.29
21 Agencies (16)	1231.28	+0.3	6.84	2.19	17.97	0.85	1230.50	1230.50	1233.97
22 Chemicals (22)	1197.99	+0.2	12.66	4.07	9.31	0.21	1198.44	1198.44	1203.73
23 Conglomerates (13)	1414.70	+0.2	11.33	6.07	10.54	0.09	1412.20	1412.20	1421.63
24 Transport (13)	2294.28	+0.1	10.52	4.18	12.11	2.86	2297.43	2297.43	2294.21
25 Telephone Networks (2)	1245.54	+0.1	10.21	4.12	12.73	0.80	1243.33	1243.33	1243.33
26 Water (10)	2920.86	+0.1	17.24	6.40	6.42	0.00	2920.86	2920.86	2920.86
27 Miscellaneous (27)	1083.92	+0.8	9.22	4.36	11.98	0.72	1083.92	1083.92	1083.92
28 INDUSTRIAL GROUP (483)	1164.36	+0.1	10.41	4.29	11.75	1.57	1164.67	1162.31	1168.09
29 OIL & GAS (17)	2445.17	+0.9	8.87	4.64	15.00	6.21	2443.95	2443.95	2451.12
30 500 SHARE INDEX (500)	1272.49	+0.3	10.18	4.34	12.14	2.73	1269.39	1268.44	1268.44
31 FINANCIAL GROUP (114)	854.23	+0.6	-	-	-	0.35	849.43	849.43	854.81
32 Banks (9)	910.02	+1.1	16.82	5.52	6.98	0.80	899.70	899.70	901.86
33 Insurance (Life) (7)	1445.49	+0.3	-	-	-	0.80	1438.74	1438.74	1442.59
34 Insurance (Compensation) (7)	122.87	+0.6	-	-	-	0.80	122.87	122.87	122.87
35 Insurance (Brokers) (6)	1139.84	+1.1	6.48	5.53	28.54	0.00	1132.42	1132.42	1132.42
36 Merchant Banks (8)	481.53	+0.1	-	-	-	0.00	481.53	479.84	481.53
37 Property (49)	1188.70	+0.5	7.71	2.63	16.40	0.94	1183.23	1183.23	1190.29
38 Other Financial (13)	131.13	+0.5	17.22	6.36	10.31	1.40	132.65	132.65	132.65
39 Investment Trusts (68)	1235.63	+0.5	-	-	-	0.46	1229.40	1229.40	1232.97
40 Overseas Trusts (5)	1484.35	+0.6	10.82	5.90	18.87	0.86	1478.49	1478.49	1483.95
41 ALL-SHARE INDEX (487)	1170.77	+0.3	-	-	-	1.55	1167.13	1164.24	1164.24
FT-SE 100 SHARE INDEX	2345.8	+0.5	2355.4	2343.4	2337.3	2322.0	2328.8	2314.5	2289.9

## FIXED INTEREST

PRICE INDICES						1	2	30	(average)
	Thu Feb 1	Day's change %	Wed Jan 31	ad. adj. today	ad. adj. to date 1990				
1 British Government						10.62	10.67	9.08	
2 Up to 5 years	115.45	+0.16	115.26	-	1.33	10.24	10.24	8.87	
3 5-15 years	125.22	+0.13	125.06	-	1.31	11.67	11.72	10.09	
4 Over 15 years	134.36	+0.13	134.51	0.33	0.39	10.61	10.65	9.93	
5 Irredeemables	151.83	+0.10	151.67	-	0.06	10.62	10.63	9.54	
6 All stocks	124.55	+0.14	124.41	0.03	1.22	10.16	10.17	8.61	
Index-Linked									
7 Up to 5 years	141.88	+0.35	141.39	-	0.06	11.02	11.02	9.57	
8 Over 5 years	138.37	+0.48	137.70	-	0.47	10.78	10.78	9.33	
9 All stocks	138.52	+0.47	137.86	-	0.44	10.78	10.78	9.33	
Redeemable & Loans									
10 Preference	102.73	+0.09	102.64	-	0.35	11.29	11.29	10.56	
11	82.20		82.20	-	0.16	11.29	11.29	10.56	
12						11.29	11.29	10.56	
13						11.29	11.29	10.56	
14						11.29	11.29	10.56	
15						11.29	11.29	10.56	
16						11.29	11.29	10.56	
17						11.29	11.29	10.56	
18						11.29	11.29	10.56	
19						11.29	11.29	10.56	
20						11.29	11.29	10.56	
21						11.29	11.29	10.56	
22						11.29	11.29	10.56	
23						11.29	11.29	10.56	
24						11.29	11.29	10.56	
25						11.29	11.29	10.56	
26						11.29	11.29	10.56	
27						11.29	11.29	10.56	
28						11.29	11.29	10.56	
29						11.29	11.29	10.56	
30						11.29	11.29	10.56	



## UK COMPANY NEWS



Four of the major, and often at odds, players in the Guinness Peat Group break-up drama: Lord Kissin (left), Robert Maxwell, Sir Ron Brierley, and Alastair Morton (right)

## The selling of the rind of the jinx

David Lascelles on the final break-up of the Guinness Peat Group with Ron Brierley's offer for GPG

WHEN SIR Ron Brierley's IEP announced its offer for Guinness Peat Group yesterday, the City of London was treated to the rare sight of a target company's shares actually falling on news of a bid.

The shares shed 4p to 18p, below their nominal value of 20p.

It was a fitting anti-climax to one of the sorrier and more enduring tales of woe in the UK financial sector.

But though this prompted many people to dismiss GPG as a "jinxed company" best abandoned to its fate, the saga has stirred issues about shareholder rights.

GPG is all that remains of the Guinness Peat Group which, in the early 1980s, had ambitions to become a widely diversified financial services company with interests spanning the Atlantic.

Under its former chief executive, Mr Alastair Morton, since

become co-chairman of Euro-tunnel, it included merchant banking, stockbroking, fund management, insurance, property and consulting services, and even launched a cheeky bid for Britannia Arrow, one of the UK's largest unit trust groups.

But GPG was constantly racked by internal strife, mainly because of incompatibility between the abrasive Mr Morton, and the dogged Lord Kissin, the company's founder who still owned a sizeable stake.

The jinx tightened its grip in 1987 when Equitcorp, the fast-moving New Zealand conglomerate led by Mr Alan Hawkins made a successful bid for 61 per cent of GPG, prompting the departure of Mr Morton, and the entry of Mr Robert Maxwell, the publisher, with a 15 per cent shareholding.

Equitcorp proceeded to split GPG in two by having off Guinness Mahon, its merchant

banking arm. But any further plans Equitcorp may have had were brought to an abrupt halt in early 1988 when it was overwhelmed by its own problems and forced into voluntary liquidation, amid allegations that it had tried to prop up GPG's share price by buying stock through a subsidiary.

Equitcorp's 61 per cent stake in GPG and Guinness Mahon passed into the hands of its bank creditors who were owed £100m, and set about trying to sell the stake to recoup their losses. The Guinness Mahon interest proved relatively easy to dispose of: it was bought last summer for £90m by Bank of Yokohama.

However, the remaining rump of GPG was more problematic.

It consisted of Fenchurch, the insurance brokers; Forstmann-Leff, a US fund management firm; GM Capital Corporation, a US property company;

the Oregon-based Management Compensation Group; and Eagle Management and Trust, based in Houston. There was also a 14 per cent interest in Guinness Peat Aviation, the Irish aircraft leasing concern.

Though individually many of these companies were highly successful, they did not, as a whole, make an attractive selling proposition, so a break-up was proposed.

At the end of 1988, the Guinness Peat Aviation stake was sold. Last September, plans were put to shareholders for management buy-backs by three companies - Fenchurch, Forstmann-Leff and GMCC.

The terms were a matter of much controversy: in the case of Forstmann-Leff, for example, the proposed buy-back price was \$25m plus some deferred payment compared to the price of \$91m which GPG had paid for it only three years earlier.

Small shareholders mounted

a revolt, but the plans were voted through, mainly because the bank creditors, with 61 per cent, were keen to get GPG into a more saleable shape. Furthermore, the management of the subsidiaries were in a strong position because they were entitled to sever their contracts and claim large compensation if they did not get their way.

"The prices were insane", was the comment yesterday from a merchant banker who had been close to the negotiations.

But the sales have now enabled GPG to attract a buyer for what is left - two operations in the US and a £141m cash pile from the divestments - so in that sense they achieved their purpose.

However because GPG was never more than a residue of a company in a state of constant upheaval, with its affairs dominated by bank creditors, it was never clear who was actually

looking after the shareholders' interests.

Uncharacteristically, the quiescent shareholders included Mr Maxwell who appears to have been advised that this was one skirmish he could wisely avoid. But it was a costly experience. GPG's shares, which hit a high of 91p in 1987 with the Equitcorp bid, and traded at 50p after the split, hit a low of 15p late last year before recovering to 25p on recent rumours of a deal.

Ironically, the non-banking shareholders may now decide that it is in their best interests to hold on to their shares.

The bid price of 17p is barely above GPG's net asset value of 14.2p per share, and a re-invigorated management may be able to redeploy the cash pile to better advantage. But it will now be up to Sir Ron to prove that he can lay the GPG jinx to rest once and for all.

## Buildings and equipment costs hold Domino to £4.71m

By Clare Pearson

COSTS OF new buildings and equipment resulted in Domino Printing Sciences, the ink jet printing specialist, reporting pre-tax profits of £4.71m in the year to October 29.

This was after interest payable of £259,000, against last time's receivable figure of £257,000. In addition, some £340,000 of interest charges were capitalised.

Domino spent some £7.5m on facilities during the year, moving to a single site from five locations in Cambridge. It also commenced a redundancy programme which gave rise to an £83,000 exceptional debit.

There was a £1.15m extraordi-

nary gain relating to the sale of the old main plant. More recent sales of buildings are expected to reduce borrowings sharply from the year-end level of £6.2m.

Turnover rose to £37.98m (£32.83m). Operating profits were marginally ahead at £4.71m (£4.86m).

Gross profit of £16.31m (£15.08m) showed some growth after absorbing a 44 per cent increase in technical service support costs and a 30 per cent rise in research and development.

The US operation continued its recovery, the company said. By geographical area, sales were split £7.72m (£6.3m) for the UK, £14.75m (£12.98m) for the rest of Europe, £10.94m

(£9.58m) for the US and Canada, and £2.67m (£2.57m) for the rest of the world. A discontinued business in mailroom equipment accounted for the balance.

Earnings per share were 17.2p (17.9p). The final dividend is increased to 2.5p, making 4p (3.6p) for the year.

After alerting followers to growing competition from other players in its marketplace at the half-way stage, Domino said yesterday that sales had been better in the second half and there had been little impact on margins related to pricing pressures.

It reported that sales in the first quarter of the current year were showing 20 per cent growth on last year.

FMS Partners, the Cambridge-based investment concern, formed last year and backed by AP Moller, the Danish industrial company, now holds 18.8 per cent of Domino's shares. Mr Neil Faulkner of FMS, the former chairman of Lazard Bank's development capital arm, joined the board in November.

Having been scared by stories of growing competition at the interim stage, Domino follows yesterday allowed themselves a few signs of relief when the company said neither sales volumes nor margins were yet feeling the squeeze. Nevertheless, Domino remains virtually a single-product concern operat-

ing in a market which is attracting quantities of new entrants and there's more than a chance competition will eventually bite. The City, in any case, views Domino with caution, having lived through a number of false dawns in the past. FMS Partners, of course, voted with its wallet last summer - since then the shares have fallen from about 25p to yesterday's close of 16p, so it is a good thing the investment company views itself as a long-term holder. Current-year forecasts are somewhat tentative but Domino might make about £5.2m, putting the shares on a prospective pie of just below 9. The rating is not demanding; nor is it likely to become so.

## FII-Fyffes rises 31% to £25m

By John Thornhill

FII-Fyffes, the Dublin-based fresh fruit distributor, yesterday reported a 31 per cent increase in pre-tax profits for 1989.

Taxable profits rose from £19.07m to £25.02m (£23.48m) on turnover 41 per cent ahead at £412.96m (£299.05m).

FII-Fyffes, Ireland's fifth largest public company, reported satisfactory trading in the year with the greater part of business coming from overseas. The company said it remained confident about its long-term prospects and forecast that it would make several acquisitions in the near future.

Fully diluted earnings per share grew by 21 per cent to 6.21p (5.13p). The board has recommended a final dividend of 0.6747p making a total of 0.949p, an increase of 10 per cent.

During the year FII-Fyffes spent £235m on capital expenditure and £22m on acquisitions. Shareholders' funds at the year end were £101m (£90m).

Taxable profits of Churchbury Estates, a wholly-owned subsidiary of Greycoat, the property investor and developer, rose from £2.67m to £3.8m for the six months ended September 30 1989.

Gross rental income totalled £4.8m (£3.8m) and earnings amounted to £6.2p (£5.6p).

UPL declines to losses of £330,000

UPL Group, an importer, distributor and manufacturer of food products, swung from profits of £158,000 to losses of £330,000 pre-tax for the six months to end-July 1989.

Loss per 10p share emerged at 6.55p (earnings 2.71p) and the interim dividend is omitted - shareholders received 1p previously.

Turnover declined to £6.6m (£7.2m). The directors said this was due to a number of factors including a company closure and, to some extent, the hysteria scare in late spring which affected sales of pâtés and related products.

Losses were expected to continue in the second six months. For the 1989-90 year as a whole the Third Market company experienced a fall in pre-tax profits from £404,000 to £332,000.

## 37% rise at Thomas French

IN AN active year which included six acquisitions, Thomas French lifted pre-tax profit by 37 per cent, from £1.9m to £2.6m.

In the year to September 30 1989, turnover fell to £21.18m (£23.92m). Earnings worked through at 11.48p (6.42p) and the final dividend is 2.17p for a total of 3.62p (3.02p).

In recent years French has undergone a radical change, reflecting its strategy to make decorative accessory products for the home.

Likewise, concentration has been on the main area of operation in the UK, reducing international operations by selling Australian and South African subsidiaries.

The six businesses acquired moved the group into glass decoration, bathroom accessories, mirrors, hearth accessories, planters and polyester/silk plants.

NAV at Drayton Far Eastern up 58%

Drayton Far Eastern Trust achieved a net asset value of 574.75p at December 31, an increase of 58 per cent over the 363.5p at the previous year-end.

Net revenue for 1989 totalled £708,000 (£687,000) after tax of £547,000 (£407,000). Franked investment income slipped to £109,000 (£118,000), while unfranked income from divi-

dends grew to £1.63m (£946,000) and from interest was up to £95,000 (£98,000).

Expenses and interest rose to £882,000 (£432,000) and earnings slid from 3.12p to 2.57p. The final dividend is lifted to 1.8p (1.7p) for an annual total of 2.3p (2.1p).

Interest hits Harvey & Thompson

Higher interest charges hit pre-tax profits of Harvey & Thompson, restricting growth from £1m to £1.1m in the half year to December 30.

Operating income of this pawnbroking and financing group was down from £3.5m to £3.59m, while pre-interest operating costs and a 30 per cent rise in research and development.

Mr Rupert Galliers-Pratt, chairman, said interest charges rose from £897,000 to £1.62m, reflecting the rise in UK rates and the acquisition last May of 70 per cent of Gauntlett Finance, which meant consolidating a higher level of borrowing.

Gauntlett was making good progress, but in line with the stated intention of reducing the level of profitability had been obtained, the whole or part of the interest would be sold by the financial year-end.

Mr Galliers-Pratt said all other divisions continued their good progress. Harvey & Thompson Trade Finance exceeded its budget and the Lewis Group again increased market share.

The hire purchase and leasing joint venture was on target

## NEWS DIGEST

Meggitt, the specialist engineering group, has disposed of Bestobell Distribution and Radale.

Bestobell, which distributes industrial and engineering products, has been sold for £1.7m to Freeman Group, the building industry supplier and contractor.

Radale, which sub-contracts to the engineering industry, has been acquired for £280,000 by Accout, a privately-owned engineering company.

Meggitt said the disposals, at close to asset value, would enable the management of Meggitt's energy division to concentrate on its main activities.

Remitoll has further expanded its international tropical plant hire activities through its second US acquisition in less than two months.

The business of Botanics Interior Landscaping of Kansas City has been added to Branching Out of Houston, Texas, acquired six weeks ago for \$1m. Together with Tropical Plants, acquired in October 1988, this brings Remitoll's investment so far to more than \$40m.

Further acquisitions are planned this year to secure dominance of the US market. Remitoll sold its US timber

business for \$5.8m in October and the proceeds are earmarked for US purchases.

Turnover of Botanics is put at \$400,000 and Remitoll said that the cost of the acquisition was less than 1 per cent of net tangible assets.

The UK group, best known for its pest control business, also claims market dominance in plant rentals at home and in Australia, Austria, the Netherlands, Belgium and New Zealand.

24% take-up in Wharfedale rights

Wharfedale, the loudspeaker company whose management last month took control of Audio Fidelity, the consumer electronics group, announced that 24.84 per cent of its rights issue had been taken up by existing shareholders.

The issue has been fully underwritten by York Trust, the USM-quoted financial services company which, together with Wharfedale's management, will now end up with control of about 70 per cent of the enlarged share capital.

Mountleigh chiefs switch holdings

Mr Nelson Peltz and Mr Peter May, the US entrepreneurs who took effective control of Mountleigh, the property group, when they acquired 22.5 per cent of the ordinary shares, have switched their holdings into companies which they individually own, respectively NPL and FWML.

Mr Peltz remains interested

## PUBLIC WORKS LOAN BOARD RATES

Effective January 31		Rate before report		Rate after report	
Term	Rate	Term	Rate	Term	Rate
Over 1 up to 2	14	Over 1 up to 2	14	Over 1 up to 2	14
Over 2 up to 3	15	Over 2 up to 3	15	Over 2 up to 3	15
Over 3 up to 4	16	Over 3 up to 4	16	Over 3 up to 4	16
Over 4 up to 5	17	Over 4 up to 5	17	Over 4 up to 5	17
Over 5 up to 6	18	Over 5 up to 6	18	Over 5 up to 6	18
Over 6 up to 7	19	Over 6 up to 7	19	Over 6 up to 7	19
Over 7 up to 8	20	Over 7 up to 8	20	Over 7 up to 8	20
Over 8 up to 9	21	Over 8 up to 9	21	Over 8 up to 9	21
Over 9 up to 10	22	Over 9 up to 10	22	Over 9 up to 10	22
Over 10 up to 15	23	Over 10 up to 15	23	Over 10 up to 15	23
Over 15 up to 25	24	Over 15 up to 25	24	Over 15 up to 25	24
Over 25	25	Over 25	25	Over 25	25

\*Non-quota loans B are 1 per cent higher in each case than non-quota loans A. \*Equal instalments of principal. \*If repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). \*With half-yearly payments of interest only.

## COMPANY NEWS IN BRIEF

AAH HOLDINGS has acquired RWF Wilson and Company (Inverness), a pharmacy. The purchase price of £365,000 will be satisfied by the issue of 87,488 ordinary shares, with a cash balance payable, subject to completion accounts.

BOSTROM has bought Bostrom Seating Systems, a division of Swift and Company. The price depends on the book value of assets acquired and liabilities assumed at completion. The total is expected to be about \$800,000 cash.

BRITISH FITTINGS has acquired Bonward (Fareham) for \$300,000. Consideration to be satisfied by the issue of

139,024 new ordinary shares, plus \$15,000 in cash from the group's own resources. The associated property of Bonward is also being acquired for £175,000.

COURTYARD LEISURE: Turnover £495,125 (£239,875) and pre-tax profits £10,558 (£94,478) for the six months to September 30. Tax 25,424 (£20,538) and earnings 0.16p (2.2p).

EDWARDIAN HOTELS is to purchase The Marlborough Hotel from Bass. Completion is expected by the end of February.

HARDING GROUP has paid \$67,000 cash for Shipley Electrical Distributors, based in

Bradford and currently in receivership. Shipley has a turnover of some £1m.

HOLDERS TECHNOLOGY has bought the electronics division of Dutch company Heesen-ICA. The purchase price of £225,000 will be satisfied by the issue of 119,048 ordinary shares.

MISKIN GROUP has acquired Nimbura Roofing and Insulation, following an agreement with G Browne and D Haddon (Financial Services) for a total of £347,000. Consideration will be £182,000 cash and the allotment of ordinary shares to a value of £135,000. A deferred consideration of up to £30,000 in shares is profit-related.

## ZANDPAN GOLD MINING COMPANY LIMITED

An Anglovaal Group Company  
Reg. No. 55/02414/08  
(Incorporated in the Republic of South Africa)



Interim Report for the Half-Year Ended  
31 December 1989

## FINANCIAL RESULTS

The unaudited financial results of the company for the above period are as follows:

	Half-year ended 31 December 1989 R000	Year ended 1988 R000	Year ended 30 June 1988 R000
Turnover	14 552	17 802	40 140
Income from fixed investment -	14 334	17 630	39 600
Dividends	218	104	335
Interest received	-	68	205
Share dealing profit	14 552	17 802	40 140
Expenditure	398	346	711
Profit	14 154	17 456	39 429

Earnings per share 10.9 cents 13.4 cents 30.3 cents

No taxation is payable as the company has an assessed loss for tax purposes.

## DIVIDENDS PAID OR DECLARED DURING THE HALF-YEAR

Final ordinary dividend No. 34 of 17.0 cents per share amounting to R22 134 000 for the year ended 30 June 1988 (1988: 15.0 cents per share, amounting to R19 500 000) was declared in June 1988 and paid on 4 August 1988.

Interim ordinary dividend No. 35 of 10.5 cents per share amounting to R13 671 000 for the half-year ended 31 December 1989 (1988: 13.5 cents per share, amounting to R17 317 000) was declared in December 1989 and is payable on or about 9 February 1990.

## INVESTMENTS

The Market value of the company's holding of 22 000 000 shares in Harbourside Gold Mining Company Limited was R730 500 000 at 31 December 1989 (1988: R519 200 000) compared with a book value of R2 900 000 (1988: R2 900 000).

The market value of the company's other listed shares at 31 December 1989 was R2 342 000 (1988: R2 070 000) and their book value was R736 000 (1988: R516 000).

The number of shares in issue at 31 December 1989 amounted to 130 202 850 with a net asset value of 599 cents per share.

For and on behalf of the Board

D.J. Crowe, Chairman  
R.A.D. Wilson, Directors  
Registered Office  
Anglovaal Limited  
55 Main Street  
Johannesburg 2001  
London Secretaries  
Anglo-Tenax  
Trustees Limited  
295 Regent Street  
London W1R 9ST

1 February 1990

Directors: D.J. Crowe (Chairman), D.D. Barber, P.J. Eustace,  
B.E. Heron D.M.S., B.J. Lawrence, Clive S. Menell, T.L. Pretorius,  
R.A.D. Wilson  
Auditors: P.J.S. Reid

## FIDELITY GLOBAL SELECTION FUND

Société d'Investissement à Capital Variable  
5, boulevard de la Foire - Luxembourg  
R.C. Luxembourg B 27223

Notice of Annual General Meeting  
NOTICE is hereby given that the Annual General Meeting of the shareholders of FIDELITY GLOBAL SELECTION FUND, a Société d'Investissement à Capital Variable organized under the laws of the Grand Duchy of Luxembourg (the "Fund"), will be held at the registered office of the Fund, 5, boulevard de la Foire, Luxembourg, at 11 a.m. on February 22, 1990, specifically, but without limitation, for the following purposes:

1. Presentation of the Report of the Board of Directors;
2. Presentation of the Report of the Auditor;
3. Approval of the balance sheet and income statement for the fiscal year ended October 31, 1989;
4. Discharge of the Board of Directors and the Auditor;
5. Election of six (6) Directors, specifically the re-election of the following six (6) present Directors: Messrs. Edward C. Johnson 3d, Charles A. Fraser, Jean Hamillius, Hisashi Kurokawa, John M. S. Patton and H. F. van den Hoven, being all of the present Directors except William L. Byrnes, who by reason of his retirement does not offer himself for re-election;
6. Election of the Auditor, specifically the election of Coopers & Lybrand, Luxembourg;
7. Consideration of such other business as may properly come before the meeting.

Approval of the above items of the agenda will require the affirmative vote of a majority of the shares present or represented at the Meeting with no minimum number of shares present or represented in order for a quorum to be present. Subject to the limitations imposed by the Articles of Incorporation of the Fund with regard to ownership of shares which constitute in the aggregate more than three percent (3%) of the outstanding shares of the Fund, each share is entitled to one vote. A shareholder may act at any meeting by proxy.

Dated: January 25, 1990 By order of the Board of Directors

This advertisement appears as a matter of record only - January 1990

## The Old Park Lane Group of Companies

£9,500,000  
Secured Property Investment Facility  
for  
Old Park Lane Surbiton Limited

Senior Debt provided by  
Charterhouse Bank Limited  
Saudi International Bank  
AL-BANK AL-SAUDI AL-ALAMI LIMITED

Agent  
CHARTERHOUSE BANK LIMITED

CHARTERHOUSE  
A MEMBER OF THE TRUST BANK OF SOUTH AFRICA GROUP

Shares in Pan Andean will be traded at 7-9p by Winterfield Securities.

In October, Pan Andean announced a conditional agreement to merge with Feltrim Mining, a Dublin-based Third Market exploration group run by Mr Conor Haughey, son of the Irish Prime Minister. The companies later decided not to proceed with the merger.

Feltrim, which was launched in 1988, had its shares suspended in July after two businessmen, Mr James Fitzsimons and Mr Derek Kelly, took a 25 per cent stake. A spokesman for Feltrim said Mr Fitzsimons and Mr Kelly had intended to reverse their private company into Feltrim to turn it into a leisure vehicle.

The shares were suspended at 45p, up from a low of 23p in June. Feltrim, which was valued at £1.12m at its suspension,



## UK COMPANY NEWS

Shares fall by 28p as defence sector grows increasingly jittery  
FR Group warns of £3m shortfall

By David Owen

THE DEFENCE sector was yesterday hit by more adverse news when FR Group, which makes specialised equipment for aircraft and the electronics and energy industries, revealed that profits for the year to December 31 1989 would be significantly lower than previously forecast.

The company's shares fell sharply on the news, closing 28p down at 194p.

The Dorset-based group said that its profits were "likely to approximate to those of 1988", when a pre-tax figure of £22.4m was recorded.

The shortfall amounts to some £3m based on previous city projections of up to £25.5m.

The company blamed the downturn on revised completion cost estimates on major development projects and delivery difficulties.

FR's problems come in the wake of the alleged serious fraud at Ferranti and amid

fears of general cut backs in military spending which have generated concern about the industry's prospects.

The announcement raises the spectre of a second consecutive year of essentially flat profits growth after the 20 per cent plus rate of progress achieved earlier in the decade.

For the six months to June 30, FR reported a 24 per cent advance in pre-tax profits to £11.9m on turnover ahead 13 per cent to £73.4m.

Each of the problems revealed yesterday relate to FR's Flight Refuelling division, the group's largest unit accounting for about one-third of turnover.

The reassessed development project is believed to account for about £2m of the profits shortfall. It is the Phoenix remotely piloted aircraft, which is produced under sub-contract to GEC Marconi.

The company said it did not expect the revisions to affect

GEC. Completion is planned for mid-1990.

The delivery shortfalls related to aerospace fuel systems components and multi-role towed targets - the latter under production for the Ministry of Defence. These are thought to have reduced anticipated profits by about £1m.

In the case of the components, delays were caused by factors outside the company's control. The majority of the deliveries in question have now been made.

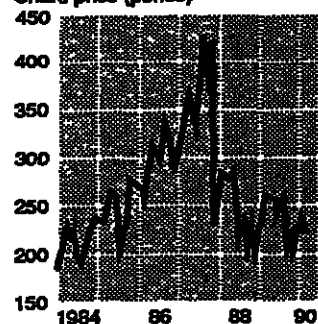
In spite of yesterday's setback, FR remains optimistic on longer-term prospects, regarding this latest setback as "a disappointment not a catastrophe".

The group leavened the gloom by announcing that it has won a \$40m-plus contract from British Aerospace to refurbish and convert 13 RAF VC10s.

The award arises from BAE winning a £100m-plus MoD

## FR Group

Share price (pence)



contract to convert VC10 and Super VC10 aircraft into flight refuelling tankers for the RAF. The work is to be executed by Flight Refuelling at Wimbomborne and FR Aviation at Bournemouth International Airport. The value of the contract will extend over four years.

## Next sets up European credit information joint venture

By John Thornhill

NEXT, the fashion retailer and mail order company, has set up a joint venture with a US company to provide a range of information services throughout Europe.

The US partner is the Atlanta-based Equifax, a big supplier of information for consumer financial transactions in North America.

The venture, to be called Westcot Decision Systems, will provide consumer credit reporting, credit scoring and modelling, and marketing and insurance information services, and will incorporate Next's existing interests in this field.

Westcot currently has a database covering 25m households and 44m consumers.

The managing director of the new venture will be Mr Joe E Dawson, a senior vice-president of Equifax.

Equifax has paid Next £6.5m and a further sum of up to £6.5m may become payable depending on the venture's profit performance.

Mr David Jones, Next's chief executive, said the company's database marketing operations would be greatly enhanced as a result of the partnership and the added marketing input would enable it to grow through the 1990s.

## Bristol Ship improvement

Bristol Channel Ship Repairs, in which CH Bailey has a major shareholding, has reduced losses before tax from £30,901 to £15,657 over the 26 weeks to October 13 1989.

Turnover rose from a depressed £41,713 to £54,264.

The directors said they expected the rise in turnover to continue and anticipated that the results for the second half would show a further improvement.

## Sheffield Insulations expands product range with £5.9m buy

By David Owen

SHEFFIELD Insulations Group, the specialist distributor of thermal insulations and heat reflecting tiles, is broadening its product range with the purchase of Cellings Distribution (Leeds) for £5.9m.

The acquisition is SIG's largest since it went public last May via a placing of 6.1m shares. CDL markets and distributes ceiling tiles, partitioning, grid systems and related fixtures from three depots in the north of England.

According to Mr Frank Prust, SIG finance director, the acquired business will comple-

ment the group's existing activities.

"In many cases we have the same suppliers and customers," Mr Prust said.

On completion, SIG will pay the vendors £1.85m of CDL dividends for the year to August 31. This will be funded out of cash.

The remaining £4m will be met by the issue of 3.17m ordinary shares - representing 13.29 per cent of the enlarged capital - at 126p.

Paumore Gordon has conditionally placed the stock, principally with institutional invest-

ment. Shareholders have the option to clawback on the basis of one-for-6.5 shares held.

In the year to August 31 1989, CDL made pre-tax profits of £1.32m on turnover of £10.14m. At that time, it employed 44 people.

SIG lifted pre-tax profits by 41 per cent to £2.55m on sales of £52.95m during the six months to June 30.

Since then the group has continued to perform well with turnover for the full year increasing by more than 6.5 per cent.

## Murray Intl buys Edinburgh hotel for £9m

By James Suxton

The Roxburgh Hotel in Edinburgh is to be sold to Murray International Holdings, the private group controlled by Mr David Murray, for £9m.

The Roxburgh, a four star 75-bedroom hotel in Charlotte Square, belongs to a private company named Roxburgh Hotel. Its directors - who approached Murray International - have recommended the offer and irrevocable acceptances have been received for 88 per cent of the equity.

Murray International expects sales this year of £110m and profits of £8m. Having started in steel stockholding it has been built over the past 15 years up by Mr Murray and is now engaged in property development and manufacturing. In 1988 it bought the Rangers football club in Glasgow.

Roxburgh's shareholders are the descendants of a group of Scottish businessmen who formed a consortium to build the hotel in 1910. The sale is taking place following the deaths of a number of leading shareholders.

## Investment policy change and new name at SCIT

By Andrew Bolger

THE OWNER of the Smaller Companies International Trust has proposed that the investment trust should dispose of its investment portfolio, change its name and reinvest in German shares.

Last April SCIT was bought by a subsidiary of the British Steel Pension Fund, which now owns 83.5 per cent of its ordinary shares and 97.5 per cent of the preference shares.

Under the BSPF proposal, SCIT's existing board would resign and Foreign and Colonial Management would be appointed investment manager. The company's name would be changed to the F and C German Investment Trust. Some 78 per cent of the ordinary shares of the new trust will be placed with institutional investors, including the Foreign and Colonial Investment Trust and Bayerische Hypotheken und Wechselbank, or Hypo Bank, the fifth largest bank in West Germany, which last year took a 50 per cent stake in F and C Management.

BSPF said it had considered putting SCIT into liquidation but this plan would give shareholders an opportunity to participate in the new trust or realise their investment for cash at a price equivalent to 88.5 per cent of SCIT's formula asset value.

This value would be calculated on the day the proposals were approved at an AGM of SCIT but as of January 26 the cash facility for each ordinary share would have been 140p. Holders of preference shares will be offered 100p per share.

It is also proposed to make a free issue of one warrant for every five ordinary shares held on a record falling shortly after SCIT's formula asset value is determined. Each warrant would give the right to subscribe for one ordinary share and would be exercisable, on a single date in each of the years 1991 to 2000, at 100 per cent of SCIT's formula asset value.

F and C said the principal objective of the new trust would be to invest in large, well-capitalised, quoted companies in West Germany.

putting SCIT into liquidation but this plan would give shareholders an opportunity to participate in the new trust or realise their investment for cash at a price equivalent to 88.5 per cent of SCIT's formula asset value.

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## Time to march into Soviet joint venture

By John Thornhill

THE MARCH of time in the Soviet Union has led to the formation of a joint venture between a Soviet trade ministry and a UK company to develop the country's watch industry.

Time Products, the London-based watch distribution group, announced yesterday that it had formed a joint venture to develop six watch manufacturers, controlled by MGO Chasprom, the Soviet trade ministry responsible for technological products. Chasprom employs about 100,000 people and produces 70m watches a year.

Time will supply and install new machinery in Chasprom's factories and will provide technical, design and marketing expertise. The initial investment will be in the low millions of pounds and will be gradually increased depending on the success of the operation.

Time believes there is great demand for Western-style watches in the Commonwealth countries and in other international markets.

"The risk is very limited; the reward is enormous," said Mr Marcus Margulies, Time's managing director.

The two parties will each own half of the joint venture and Time will be able to receive profits in hard currency through selling watches in international markets.

Mr Margulies said Time had first started buying watches from the Soviet Union 27 years ago and was familiar with doing business there. It currently buys 1.5m Soviet watches a year and sells them under the Sekonda brand name.

The joint venture agreement was signed earlier this week in Moscow by Mr Margulies and Mr Noel Lakayannov, director general of Chasprom. Time will place the first orders for new plant in the next few months.

## Intersect buy hits results at West Industries

The acquisition of a further 47.5 per cent interest in Intersect left profits at West Industries 53 per cent lower at £80,000 pre-tax, against £183,000.

The Intersect business is seasonal, with all profits being earned in the second half.

The result came in spite of a number of acquisitions, particularly in the materials testing division, which helped turnover increase from £7.7m to £11.1m.

Mr Mel Morris, chairman, added that the expansion into leisure had been slower than expected and group costs had been higher than expected. However, the construction businesses continued to perform well, coping well with the change of emphasis away from housebuilding.

Earnings per share were 0.14p (0.89p). The interim dividend has been passed because of the changes being undergone by the group.

## Sportsfield sales decline to £173,000

Sportsfield Equipment has announced its results for the six months to September 30.

Sales fell from £113,711 to £173,023 (£88,249), while gross profit came out at £235,978 (£50,914).

Expenses totalled £103,731 (£148,947). The company is traded on the Third Market and dealings in the shares have been suspended as the board is involved in restructuring talks.

To that end an extraordinary general meeting is planned.

## Budgens parts ways with its managing director

By Maggie Urry

MR TONY BIRCH, managing director of Budgens, the food retail group, resigned on Wednesday, it was announced yesterday.

The group's shares were unchanged at 101p on the news.

Mr John Fletcher, chairman and chief executive, said that Mr Birch had in effect left some weeks ago and the parting was "mutual". Mr Birch would receive some compensation - but it would not be large.

Mr Birch joined the group in 1986 when the then Barker & Dobson, a sweets manufac-

turer, took over the chain. He had previously worked at Asda, the food retailer, where Mr Fletcher also worked.

Last April Budgens agreed to a £134m bid from William Low, the Scottish supermarket group. But Low called the bid off in May over differences about the financing of the combined group. It is thought that after this Mr Birch lost heart.

He is likely to receive less than £50,000 in compensation.

Mr Fletcher, who would have left if the Low bid had gone through, says that he is fully committed to running Budgens.

ens. With the arrival of Mr Derek Pretty as finance director in December and the sale of the remaining manufacturing interests in November, Mr Fletcher said he could concentrate on running Budgens and Mr Birch might not be replaced for a while.

Budgens plans to sell 50 of its 145 shops which are considered too small for its trading format, which ideally requires shops of between 10,000 and 11,000 sq ft. It then wants to expand to 250 or 300 stores in its existing catchment area. A new distribution centre is being opened in the summer.

## Warburg to help strengthen Walker Greenbank defences

By Andrew Hill

WALKER GREENBANK has appointed SG Warburg as its merchant bank adviser, apparently to help strengthen its defences against a possible hostile bid.

The bank is already using section 212 of the Companies Act to force the Jersey-based nominee company Aubin and its associates to reveal the beneficial owners of their 13.5 per cent stake in Walker. The holding has been built up over the past three months and was increased again two weeks ago.

Walker was forced to cut short its conglomerate ambitions in 1988 after Alkar, its supermarket shelving subsidiary, incurred a £6.5m loss. It is now concentrating on its contract wallcoverings business.

Its shares reached a peak of 128p in the summer of 1988, but

since then have slumped to as low as 39p. At yesterday's unchanged closing price of 89p, Walker is worth about £54m.

The group, which would not comment on the reasons for changing its adviser, has used three merchant banks in the last year - Robert Fleming, Lloyds, and now Warburg, which has a particularly strong reputation for corporate finance.

Walker also announced yesterday that it had sold Van-Line, a wholesaler of engineering and automotive workshop supplies, for £2.1m cash, including the repayment of £500,000 of internal loans. The buyer was Britannia, a management buy-out vehicle for British Syphon Industries, the merchanting and manufacturing group.

Walker said the disposal, which also removed Van-Line's external debt of £150,000, would reduce its overall bank borrowings by about £2.25m.

Since September, Walker has raised some £23m from disposals and reduced borrowings from 74 per cent of shareholders' funds a year ago to less than 5 per cent. It is planning further disposals.

Mr Nicholas Brown, chairman, said yesterday that Alkar, which had changed its name to Montan, should break even in 1990-91, but that its future within the group was still under review. Walker was retaining its healthcare and signs business.

In the 13 months to January 28 1989, Van-Line made pre-tax profits of £254,000 and had net assets of £746,000.

## Delays in technical changes blamed for decline at Aerospace Engineering

By Andrew Bolger

AEROSPACE Engineering, the precision engineer, yesterday blamed delays in the introduction of technical changes by its engineering manufacturers for a drop in pre-tax profits from £1.32m to £1.1m in the six months to October 31.

Mr Quinton Hazell, chairman, said: "These delays, leading to the late placement of tooling orders, have regrettably affected the results as predicted. Our high level of firm orders in this sector, following

the dip, augurs well for a strengthening of performance from now on.

Mr Hazell said that the strike in the engineering industry for a shorter working week had affected some of its major customers and that, coupled with the delays in engine tooling, would curtail an enhanced performance at the year end.

Mr Hazell said: "All other operations within the company have performed encouragingly and to budget during the half

year, with excellent prospects for growth in 1990-91 emerging on a progressive basis."

Turnover, increased from £10.2m to £11.3m, but earnings per share fell by 27 per cent to 2.15p (2.95p) and the interim dividend is lifted to 1.56p (1.41p).

Aerospace said its £1.6m acquisition in November of Wynne Electronics, a maker of printed circuit boards, was an important step in the expansion of its electronics division.

## Sale of Lexterten for £1 hits Era shares

By Andrew Hill

ERA GROUP'S shares fell 14 per cent yesterday after the specialist retailer revealed that it had sold Lexterten, its loss-making retailer of reproduction furniture, for a nominal sum of £1 and would not be able to pay a final dividend for 1989.

Lexterten, which dragged the company into the red in the first half of last year, will be bought by Intercade 751, a company formed by some of the subsidiary's management.

But the parent group has to write off about £5m against

reserves - representing the £2.8m original purchase price of the subsidiary, and some £2m of trading losses.

Mr Murray Gordon, the group's chairman, described it as a purely technical matter, but the shares fell 6p to 37p. He said Era would not have to raise new capital to make up distributable reserves, which would be restored by normal trading in 1990.

Lexterten's new owners will take on a bank overdraft of some £2.5m. Era itself will repay £90,000 outstanding on a

bank loan, and will make up any shortfall if net assets turn out to be worth less than £1.05m on completion of the deal.

The parent company is also succeeding £1 for preference shares in the buy-out vehicle, which will carry a fixed dividend of 5 per cent a year starting in 1995, and can be converted into 10 per cent of Intercade before the end of the century.

Lexterten lost £862,000 in 1988 and further £593,000 before tax in the first half of last year.

It has been up for sale for about seven months, but Mr Gordon denied that the group was paying management to take the subsidiary off Era's hands. "In a sense we are backing them, because we have got a part of the equity," he explained.

He said he was confident about the ability of the remaining subsidiaries to survive the retailing downturn. They include a camera equipment retailer, a distributor and a retailer of games and hobbies, and a distributor of furniture accessories.

## ARROW CAPITAL N.V.

Established in Curacao, Netherlands Antilles

Notice is hereby given that on February 26, 1990 at 3 o'clock in the afternoon (local time) the Annual General Meeting of Shareholders of the Company will be held at the office of the Company, John B. O'Connell, Managing Director, at the following address:

1. To receive the Report of the Managing Director on the business of the Company and the statement of the accounts for the financial year ended September 30, 1989.

2. To approve the Balance Sheet and Profit and Loss Account of the Company for the financial year ended September 30, 1989.

3. To appoint the Auditors of the Company for the financial year ended September 30, 1990.

4. To resolve that the members of the Advisory Board of the Company be authorized to execute all the powers of the Company in connection with the provisions of Article 10 of the Articles of Incorporation.

5. To re-appoint Messrs. Cooper and Lybrand, Curacao as the Independent auditors of the Company for the financial year ended September 30, 1990.

6. To approve the remuneration of the Managing Director for the financial year ended September 30, 1989.

7. To resolve, confirm and approve the acts of the Managing Director and the members of the Advisory Board during the financial year ended September 30, 1989.

8. To approve the offer by the Company to shareholders for the repurchase of its outstanding shares up to a total amount of US\$ 2.5 million at a price per share equal to the weighted average cost per share as of February 26, 1990 (or 1 percent discount). The repurchase is proposed to take place on the basis of the shares tendered for repurchase.

9. To request any other business which may lawfully come before the meeting.

Copies of the Report of the Managing Director and Profit and Loss Account may be obtained by all shareholders from the office of the Company as well as from the office of its independent auditors.

Holders of registered and bearer shares shall be entitled to vote at the meeting in person or by proxy. Holders of bearer shares or their proxies must present their share certificate(s) or a voucher given by the Registrar of the Company's securities, stating that these certificate(s) have been deposited in support of the number of shares in the voucher have been deposited with the end of the meeting.

Witnessed, Curacao

INTEREST MANAGEMENT COMPANY N.V.

NOTICE OF ESTABLISHMENT OF THE INTEREST RATE FOR THE FIVE-YEAR PERIOD COMMENCING FEBRUARY 28, 1990

## South African Transport Services

Johannesburg, South Africa

ECU 50,000,000 Retractable Bonds

Irrevocably and Unconditionally Guaranteed by The Republic of South Africa

Final Maturity: February 28, 2000

In accordance with clause (b) of paragraph "Interest" of the Terms and Conditions of the Bonds, notice is hereby given to Bondholders that for the five-year period commencing February 28, 1990, the issuer has decided that the Bonds will bear interest at the rate of 11 1/4% per annum.

Luxembourg, February 2, 1990

The Fiscal Agent



KREDIETBANK

S.A. LUXEMBOURGEOISE

To the Holders of

## COLLATERALIZED MORTGAGE OBLIGATION TRUST TWENTY-THREE

Class A Floating Rate Bonds Due May 1, 2017

Pursuant to the Indenture dated as of March 11, 1987 between Collateralized Mortgage Obligation Trust Twenty-Three and Texas Commerce Bank as Trustee, notice is hereby given that the interest rate applicable to the above Bonds for the interest period from February 1, 1990 through April 30, 1990 as determined in accordance with the applicable provisions of the Indenture, is 8.775% per annum. Amount of interest payable will be \$12,113,917 per \$1,000 principal amount.

## COLLATERALIZED MORTGAGE OBLIGATION TRUST TWENTY-THREE

## NORDIC COUNTRIES + 1992

The Financial Times proposes to publish this survey on:

21st February 1990

For a full editorial synopsis and advertisement details, please contact:

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on 01-873 3428  
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London  
SE1 9HL

FINANCIAL TIMES



## TECHNOLOGY

Della Bradshaw reports on pressure to bring banks into the electronic ordering and payment cycle

## The missing link in an invisible chain of cash

There was a time when ordering equipment from a supplier could only be done by typing out an order form, sealing it in an envelope and trusting it to the postal system.

But over the past 10 years these procedures have been ousted in many corporations by electronic trading: order forms and invoices whizz backwards and forwards over phone lines between companies' computers.

However, these electronic data interchange (EDI) services omit one important element. While the "paperwork" takes just seconds to zip around the country - even around the world - paying the resulting bills is still a question of chequebook, pen and the postal system.

Concerned at this weakness in the chain, companies are putting pressure on banks to introduce electronic payment services.

Although this would mean cash being taken from companies' accounts more quickly, they seem to be convinced of its advantages, according to a Midland Bank survey of 3,050 corporate customers. The respondents identified faster processing of payments, better cash management and closer links with trading partners as potential bonuses.

But bringing payment into the electronic cycle poses an enormous challenge for the banks. "Many are sitting on their hands not knowing how or where to move," says Jerrold Donington, principal consultant at Langton, the EDI consultancy. "There are major commercial risks in going in at the wrong time and in the wrong way. If they get it right, by the end of the current decade commercial banking will be based on electronic networks."

Ostensibly, the task appears relatively easy. The banks have vast experience of transferring financial information electronically. There is the bankers' automated clearing service (Bacs), operated by Britain's clearing banks; and Swift (society for worldwide inter-bank financial telecommunications), which transmits data internationally.

But with EDI it is not just a question of money; electronic documents

tion has to accompany the payments. When a sum is paid into a corporate bank account, the corporate finance department needs a remittance advice in order to balance the books.

The documentation problem is central, says Peter Garlick, manager for banking at the Peugeot Talbot Motor Company (PTMC), in Coventry. Many banks, he says, are dubious about taking on the extra burden.

PTMC is conducting a trial in bringing payments into the EDI cycle with one of its suppliers, Rista, part of the Lucas group, and Barclays Bank. As the money is lodged in Rista's bank account when payments are made by PTMC via Barclays Bank, the remittance advice is sent on electronically to Rista.

But proving that electronic payment can be done on this scale is of little comfort to the big banks. The trial is inevitably too small to emulate the labyrinthine network of banking mainframes needed for a national payment service.

And in any widespread commercial implementation the payment would usually have to take an extra inter-bank hop, as the odds are stacked against the supplier and customer using the same bank.

For the banks, there are two network problems: how to transfer the information between themselves, and how to get it in and out of the banking network.

In the first case, various solutions are being considered, says Bernie Hunt, head of EDI services for the card and electronic products division at Midland Bank and chairwoman of

the banking interest section of the UK's EDI Association.

● The Bacs network could be used for the payment, with the accompanying documentation taking a different electronic route.

● A completely separate data network could be set up to handle the payments and the "paperwork".

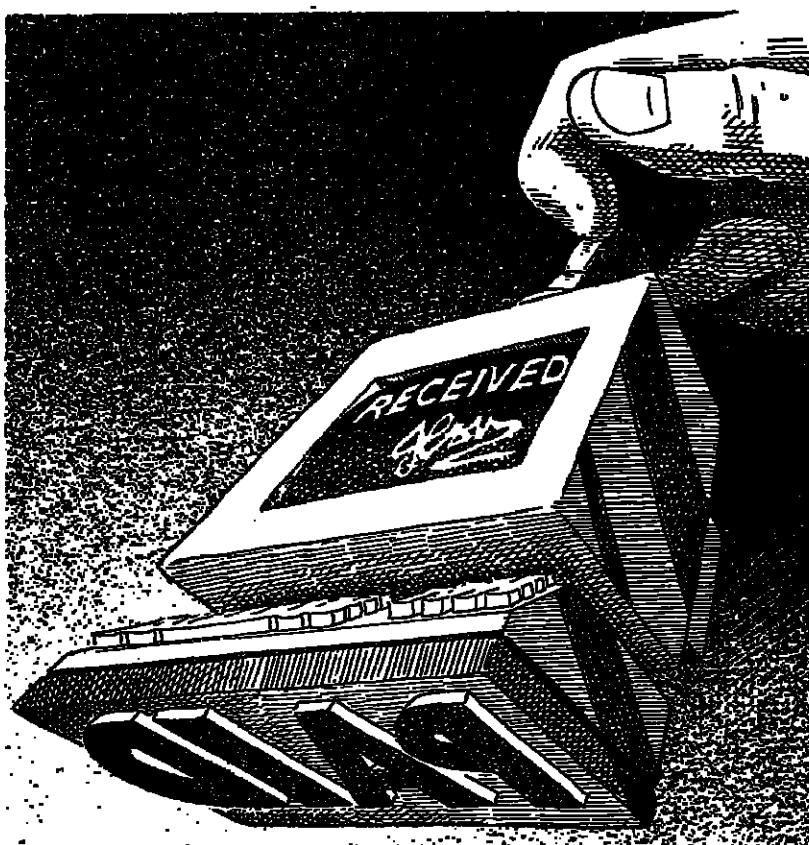
● Bacs could be extended to handle the documentation as well as the payments.

In the second case, many are waiting for international standards for payment documentation to be agreed. (The first stage should be completed next month.)

Banks in the UK are likely to take the EDI plunge before their European and US counterparts, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York.

Midland Bank already has its own third party network, while National Westminster Bank has opted to do a deal with International Network Services (INS). Under the deal, which NatWest plans to extend to involve other network suppliers - such as IBM or Istel - corporate customers will be able to pay their bills electronically from the autumn.

NatWest's plan is for payment information emanating from the corporate customer to travel over a direct telephone link or a third party network to the NatWest computer system. The payment will then be made into the beneficiary's account using the Bacs network in the UK and Swift for international payments. The accompanying remittance advice will



be stripped out and sent to the beneficiary's computer system over the third party network.

"We see it as more than just a payment system," says Jerry Whitmarsh, senior manager of strategy and research in the automated business services division. "We're doing more than sending cash from A to B. We're trying to solve a particular business problem."

In the PTMC trial the telephone lines between the three parties use the public packet switched data network. But would this, or traditional

third party networks, be secure against misappropriation of funds or "spying" by competitors?

Banks are considering encryption to solve this problem.

But the issue of responsibility for the data remains. If a fault creeps into the transaction when it is travelling across a third party network and through more than one banking computer, who should accept liability? As Hunt puts it: "Is the FT prepared to take responsibility for an article in 'The Independent'?"

Electronic data interchange (EDI) has been heralded as the only way to send business "paperwork" in the 1990s. But for many a smaller company, the thought of it is nothing short of a nightmare.

The push for the introduction of EDI inevitably comes from the big trading companies, which are equipped to put in large computer systems, often developed in their own data processing departments. For them the financial benefits are manifold. For instance, because ordering is almost instantaneous, they can order

## Small company nightmare follows paperless format

later in the production or retail cycle and so reduce stock. Manufacturers can also tie in their parts or product ordering with just-in-time manufacturing techniques.

The increased accuracy which results when direct electronic data transfer replaces the re-keying of information also benefits the purchaser rather than the supplier, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York. "The cost of any inaccuracy

falls more heavily on the purchaser, because it results in them not having the stock they need to complete a job," he says.

The problems for smaller companies include: How do they get started? What technical know-how do they need? How should they maintain the system? says Jerrold Donington, of Langton, the EDI consultancy.

In the US, where EDI is most widespread, many tackle the problem by having a stand-

alone personal computer for receiving invoices, but when these arrive they are printed out and dealt with on paper, says Gershon.

EDI can be costly. If a small company is "persuaded" by one of its biggest customers to conduct dealings electronically, it will have to adopt the same standard message formats for the invoices or order forms. In the UK, for example, there are two main formats. Tradanet messages, used by International Network Ser-

vices (INS), and the Edifact ones, adopted by rival Istel.

What then happens if a second large customer also requires the supplier to use EDI, but employs a different messaging format? At best, "gateways" could be set up between the two networks, a relatively technical and expensive task. At worst, the small supplier has to buy extra hardware and software.

Marks and Spencer, the UK retail chain, requires 60 per cent of its suppliers - the

whole of its clothing and homeware businesses - to use EDI. The company takes a paternalistic view and has developed a software package which allows suppliers to participate in EDI at a relatively low cost. But if they want to sell their knitwear or towels to other retail chains using EDI, they have to install a different system.

The difficulties are not all one way. Larger companies complain about what they refer to as "the 80/20 rule" - 80 per cent of the documentation comes from 20 per cent of their suppliers.

## Underground trains controlled by electronic elastic

London Underground is planning to invest £300m in a new type of signalling system, which has been developed in Canada and France, but is not yet in use in the UK.

The signalling is part of a proposed £700m investment programme for the Northern Line which would increase its passenger capacity by between 20 and 30 per cent by 1993.

London Underground has been investigating new signalling technology, including a transmission-based system which uses computers to keep a constant check on the position and speed of every train. This is likely to be at the core of the proposals for the modernisation of the Northern Line. It will mark the abandonment, on that line at least, of the principle of signalling on discrete track sections, entailing electro-mechanical relays along every 700 to 800 metres of track.

A relay is energised when there is no train on the line, giving a current to a green light. When a train is on the line, the relay becomes de-energised and a yellow or red signal lights up. Trains are permitted to go at different maximum speeds on different parts of the track.

The system has an electro-mechanical fail-safe device. This is a small arm, opposite a signal, which is raised when a signal goes to red for danger. Any train which attempts to pass through the red signal will be stopped automatically when the track-side arm hits a corresponding lever at the side of the front carriage. This operates a trip valve on the train which applies the brakes.

The driver has to get down from his cab to reset the arm. The train can restart, but is prevented from travelling at anything other than a slow speed until it has passed the next two clear signals.

This system works well enough, but the 115-kilometre Northern Line is festooned with old fashioned electro-mechanical relays and arms. Maintenance costs are high and so is the expense of an ageing fleet. Three-quarters of the line's trains are more than 30 years old and £400m is to be spent on replacements.

The need to improve capacity and service regularity without building more lines has prompted the new approach to signalling. In addition, the new system would give London Underground greater control over its trains.

Transmission-based signalling is designed to improve efficiency by running trains at optimum speeds and by reducing the gap between them from one every three minutes to one every 90 seconds. The trains could be operated automatically, but London Underground will retain drivers.

The system uses a transmitting aerial loop by the track for passing digital information between a track-side computer and the train.

A microprocessor on each train knows its position by keeping count of the wheel revolutions, and sends this information to the track-side computer. This computer, which contains continually updated information about the track, sends messages back to the train, such as the maximum safe distance between it and the next one. The microprocessor then determines the speed of the train.

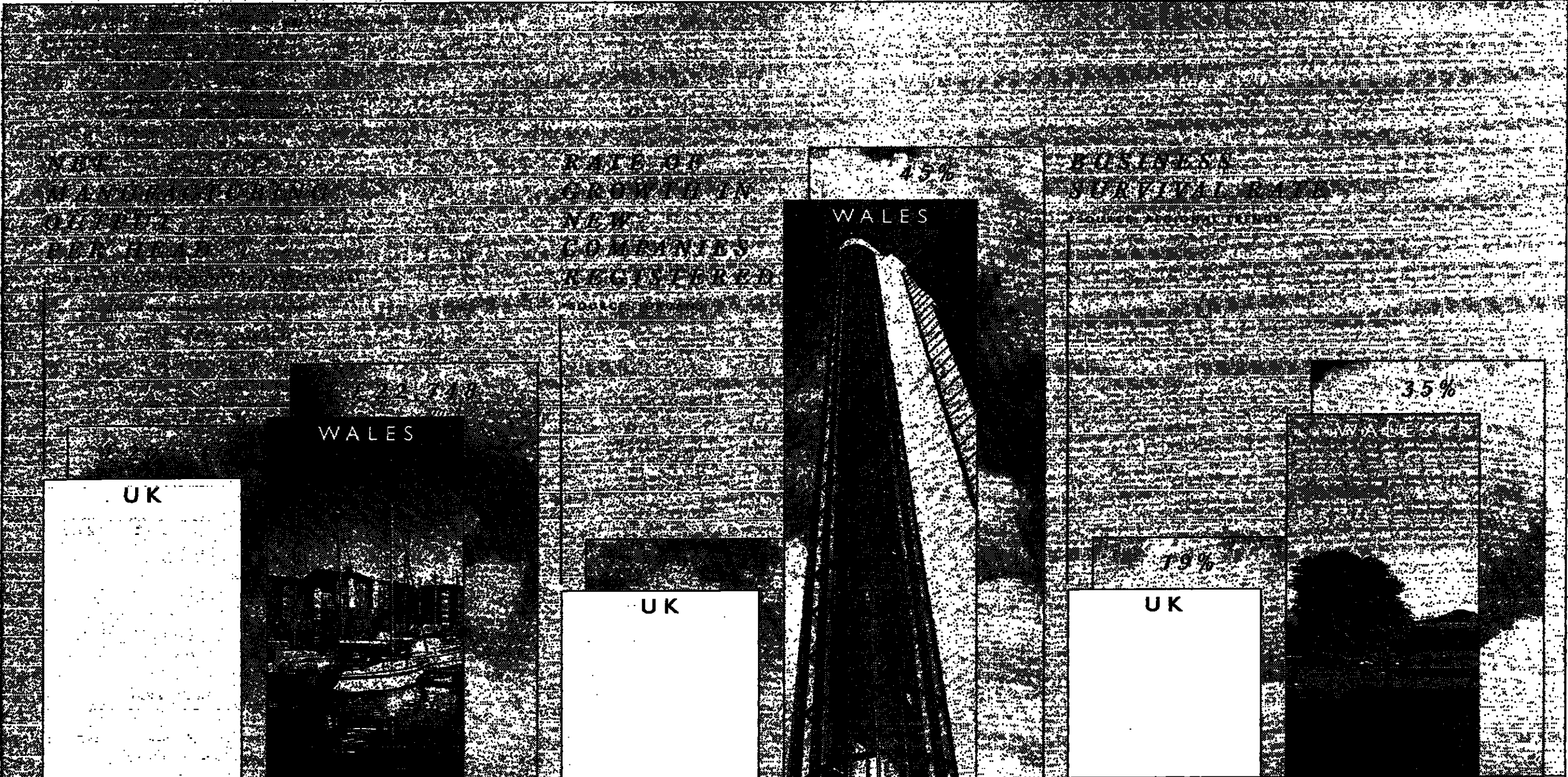
The track-side and train computers communicate about once every second in a continual monitoring process, "almost as if the trains are on elastic," London Underground says.

SEL, of Canada, has installed a transmission-based system called Seltrack at Vancouver, on the Skytrain used for the 1986 World Expo exhibition, and at Scarborough, Toronto, as part of a light rapid transport system. The Anglo-French company GEC-Alsthom also has a transmission-based system, known as Sacem, which is in use on the Paris Metro.

An alternative technique, called track circuit signalling, is being considered for London's Central Line. This passes a signal through the track to set the train's speed for the next section. The train is automated and has a record of the length and position of each of the track sections.

A version of this system, the Westinghouse FS2500, is used in Singapore.

Lynton McLain



## TAKE A PEEK BEHIND THE SCENES.

Change your view of Wales. Take a closer look at the economic scene and compare it with the UK as a whole.

Take for example, the growth rate of new business formations, and equally as crucial, their survival rate. Then take another key area, productivity of manufacturing industry. Together they are major factors in creating economic growth.

In these and an increasing number of other

important indicators, it may surprise you to see Wales beginning to overtake the rest of the UK.

But if it comes as something of a surprise, it is no coincidence. The WDA's strategy is to stimulate self-generated economic activity resulting in growing levels of indigenous and inward investment.

This in turn is creating a land of great potential that has already been recognised by

blue chip companies such as Ford, Matsushita, NPI, Bosch and Sony.

But a growth area also needs the professional and service infrastructure to support corporate development. Which is why the WDA strategy also focuses on creating commercial as well as industrial expansion. And why major players like Touche Ross and Debenham Tewson rate Wales as a key growth area. And why Rothschild have arrived.

If this all sounds like the place where you are most likely to succeed, it is.

So if your company is expanding its horizons, talk to the people behind the scene.

Contact Anna Prokic on (0222) 222666, or write to: The Welsh Development Agency, Pearl House, Greyfriars Rd, Cardiff CF1 3XX.

**WDA**

WE MEAN BUSINESS IN WALES

Percentage change from eight months of 1988 on first eight months 1987. \*Calculated from VAT Registrations and Deregistrations. Stock at end of 1979 less deregistrations 1980-86, expressed as a percentage of the total at end of 1979.



## COMMODITIES AND AGRICULTURE

## Cocoa price 'may stage slow recovery'

By David Blackwell

THE COCOA market, currently close to 14-year lows, stands a reasonable chance of moving towards a slow recovery by the middle of the year, according to the latest cocoa market report from Gill & Duffus, the London trader.

Gill has revised downwards its estimate of the 1989-90 surplus to 205,000 tonnes from the forecast of 231,000 tonnes made last October. Last week the International Cocoa Organisation reduced its forecast for the surplus to 182,000 tonnes from 203,000 tonnes.

World production is likely to be about the same as last year, according to Gill, at 2.44m tonnes; such an outcome would be the first time in six years that production would not have increased. Forecasts have been revised downwards for Nigeria and Ghana but increased for Brazil.

At the same time grindings continue to rise strongly. The report estimates a rise of 5 per cent to 2.22m tonnes for 1990, with increased figures for Brazil and South-east Asia.

Nevertheless, by September this year world stocks will amount to over 1.3m tonnes, equivalent to seven months' supply, so there is no good reason to expect a sharp market turning point. In addition, many consumers "have extended their cover substantially over the last month or two and are therefore well protected against unforeseen disruptions to supply."

These two factors will hinder any short-term price rise, although the consumers' cover "is itself an indication that the downside risk is also quite small."

Short-term prices could be lifted by technical tightness in the March terminal market positions, which could be reinforced by option holders exercising their right to buy. On the other hand, the Ivory Coast, the world's biggest producer, still needs to market 200,000 tonnes of current crop cocoa, and a burst of selling could hit prices. The cut in Ivory Coast producer prices does not appear to have had a marked effect on the harvest, Gill says, although applications of chemical inputs, notably pesticides and fungicides, has been dramatically reduced.

If prices do fall again, says the report, "this could be the final downward movement from which a gradual longer-term recovery may begin."

Looking ahead to 1990-91, the report predicts that if demand continues to grow at the rates seen in the last few years and production is flat or slightly lower, next year's surplus should be well below 100,000 tonnes.

## Wool growers face profits squeeze

By Chris Sherwell in Sydney

AUSTRALIAN wool growers face a sharp reduction in the profitability of their businesses over the next few years as stockpiles go on rising and prices remain supported at current levels.

The warning came yesterday from Mr Hugh Beggs, chairman of the Australian Wool Corporation, which promotes wool marketing and operates a price support scheme.

His predictions, given at an annual forecasting seminar in Canberra, appeared to blunt any hopes that the currently stagnant wool market would soon recover.

But he rejected any possibility of a cut in the Wool Corporation's price support, the key element of an intervention scheme which in six months has led to a 2m-bale stockpile, the exhaustion of a \$1.5bn support fund and a resort to bank borrowing.

"Due to the level of stock held by us and the forecast purchases," Mr Beggs said, "there's no visible prospect of anything but relatively constant prices in nominal terms for the next three to four years."

Coupled with inflation and increased levies on growers to support the scheme, "this means a considerable reduction in the profitability of wool growing," he said. Assured fibre supplies, together with lower real prices caused by the effects of inflation and an expected weakening in the Australian dollar, meant wool should improve its market share.

Recent speculation about a cut in the floor price of 370 cents a kilogram (clean) was unfounded, Mr Beggs declared. He admitted that the Corporation had studied the option, but found a reduction "totally inappropriate."

Wool growers, who provide the resources for the fund, wanted the price maintained, he explained. A cut would have to be "very substantial" to have any market effect, which would in turn take 12-15 months to materialise. Yet it would reduce growers' incomes and devalue the wool stockpile.

It would also have "enormous global ramifications" for the wool trade, affecting the future confidence of manufacturers, he said. All wool products would be immediately devalued, causing losses to all wool users and those who survived would be hard to convince to use wool again.

Mr Michael Lempiere, head of the Australian Council of Wool Exporters, who also spoke at the seminar, confirmed that the short-term outlook for wool was "far from good." Given the record clip from Australian growers, the stockpile would be close to 3m bales by the end of this season.

Without a buying resurgence from China - a major factor behind the current market weakness - he forecast that it would eventually approach 5m bales, almost a whole season's production.

In a pointed criticism, he said the floor price scheme had in recent years changed fundamentally. Instead of providing a measure of disaster insurance for growers, plus stability and predictability for users and growers alike, it had come to be a guarantee of profitability as the market was actively chased.

"Increasing wool production has become a one-way bet for growers, and unfortunately they have not received any market signals to tell them any different," he said.

The possibility of a floor price reduction in the future could not be totally dismissed, he argued, and the way it was set should be reviewed. In the meantime the stockpile should be quarantined - offered for sale only when the market reached a level significantly above the floor price.

"Our industry, unfortunately, has become a victim of its own success," he declared. "We now face a dilemma more serious than anything we've seen over the last 20 years."

Earlier this week Mr John Kerin, the Primary Industries and Energy Minister, said the Government would not lower the wool floor price, despite the continuing market weakness and the growing AWC stockpile.

"The Government has no intention of intervening," he said. "This is a decision we believe the industry takes. It is their money."

But Mr Kerin said the Government would implement legislation soon to allow the corporation to raise its levy on the wool from the present 8 per cent to 15 per cent from July 1. He gave no indication whether the Government would permit the AWC to increase its borrowing above the statutory limit of \$4.103bn (\$50m).

The AWC has said that if the wool market continues in its present state it will need to extend the borrowing limit.

Following the revolution Romania has suspended food exports until the middle of the year and started to import produce to feed its deprived citizens. But there are still food queues, and it could take years of reforms and investments before Romania again becomes a self-sufficient nation.

Officially, the co-operatives can henceforth grow whatever they want, although they will be asked to provide crop estimates to the Government. They will not be obliged to sell crops to the state or buy its inputs. Instead they can sell on the free market and purchase their own inputs in exchange for cash or produce. The state, however, will stabilise prices by maintaining crop reserves.

"The prices that the state pays will be rearranged to cover the cost of production and allow for a profit," said one senior official. "Until now all the co-operatives had to sell to the state and the prices were so low that costs were not covered - and the co-operatives had great debts to the state."

He said the state was expected to help farmers with debt relief and by providing equipment and services, but the co-operatives would be autonomous. "If they don't have profits, they go out of business. The state is not responsible."

Some Romanians are reluctant to carry up and privatise the co-operatives too quickly for fear that small farms will prove uneconomical. They say that the main problem under Ceausescu was not so much the fact of state control as the burdensome pricing system

which paid farmers too little without passing on the benefits to the consumer.

It may be that peasants do not care for such arguments. Mr Bogdan Teodorescu, head of the ruling National Salvation Front's Commission for Reconstruction and Economic Development, said some peasants had already taken back their ancestral land without waiting for legislation.

Two British oil companies, Croft Exploration of Glasgow and Kirkland Resources of Hertfordshire, have won 25-year production-sharing contracts from the Burmese Government for oil exploration and production in two onshore blocks.

The block allotted to Croft lies in the Irrawaddy Delta where in 1981 Burmese geologists reported discovery of "two giant oil fields."

Kirkland's block in the Moulmein area of south-east Burma lies close to an area where oilable deposits were found as early as 1921.

Since October last year, the Burmese Government has lifted the 25-year ban on foreign participation in onshore oil exploration and production, and has so far awarded production-sharing contracts for nine blocks to nine multinational oil companies from seven countries.

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Following the revolution Romania has suspended food exports until the middle of the year and started to import produce to feed its deprived citizens. But there are still food queues, and it could take years of reforms and investments before Romania again becomes a self-sufficient nation.

Officially, the co-operatives can henceforth grow whatever they want, although they will be asked to provide crop estimates to the Government. They will not be obliged to sell crops to the state or buy its inputs. Instead they can sell on the free market and purchase their own inputs in exchange for cash or produce. The state, however, will stabilise prices by maintaining crop reserves.

"The prices that the state pays will be rearranged to cover the cost of production and allow for a profit," said one senior official. "Until now all the co-operatives had to sell to the state and the prices were so low that costs were not covered - and the co-operatives had great debts to the state."

He said the state was expected to help farmers with debt relief and by providing equipment and services, but the co-operatives would be autonomous. "If they don't have profits, they go out of business. The state is not responsible."

Some Romanians are reluctant to carry up and privatise the co-operatives too quickly for fear that small farms will prove uneconomical. They say that the main problem under Ceausescu was not so much the fact of state control as the burdensome pricing system

which paid farmers too little without passing on the benefits to the consumer.

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## Cow disease passed to mice through feed

By David Blackwell

CATTLE MADNESS disease, or bovine spongiform encephalopathy (BSE), can be transmitted to mice by feeding them the brain tissue of infected cattle, according to a report of a Government-sponsored research project published today.

However, government veterinary officers yesterday stressed that the experiment provided no evidence that there was any risk of people contracting the disease, which has killed nearly 9,500 cattle in the UK.

The account of the experiment on mice appears in *The Veterinary Record*, journal of the British Veterinary Association, together with the results of a separate experiment which found that healthy cattle became infected after inoculation with infected brain tissue.

The report of the experiment involving mice refers to a 1982 experiment in which scrapie was transmitted to mice through feeding.

Further experiments - part of a £12.4m programme over three years - are continuing to discover whether mice can be infected with BSE through material from other parts of infected cattle.

They provided further evidence that BSE behaves like scrapie, a disease which has been in the sheep population for over 200 years without any evidence of being a risk to human health.

The disease, first identified in 1986, is believed to have been caused by giving cattle feed containing the remains of scrapie-infected sheep. Such feed was banned in 1988. Mr Ray Bradley, of the Ministry's central veterinary laboratory, said yesterday that if no other means of transmission occurred, BSE would die out by the turn of the century.

Mr Keith Meldrum, the Government's chief veterinary officer, said yesterday that the results of the experiments were "entirely expected" and identical to the results of previous experiments with scrapie.

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## Doubt cast on nickel recovery

By Kenneth Gooding, Mining Correspondent

AS THE London Metal Exchange price of nickel recovered further from its recent steep decline by moving up by \$287.50 to \$6,412.50 a tonne yesterday, the metals team at Shearson Lehman Hutton gave a warning that the recovery might be short-lived.

Shearson suggests that recently announced production cuts by the world's two largest producers would not be enough to prevent a 40,000 tonnes surplus of nickel developing this year compared with one of 15,000 tonnes in 1989.

"We would not be surprised to see three-month LME prices reach \$2 a lb (against \$2.62 a lb last night) or \$4,000 a tonne before recovering in the second half of this year," Shearson adds in a special report. It has reduced its forecast average nickel price for 1990 as a whole from \$3.50 to \$3 a lb.

Shearson points out that nickel's problems do not stem from any inherent weakness in world economic growth but because of "massive destocking" by the stainless steel industry which accounts for 60 per cent of nickel consumption.

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### INDUSTRIALS (Miscel.)—Contd

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## DRAPERY AND STORES

189	123	Man Paul So	143	10	24	3
190	124	Man Paul So	143	10	24	3
191	125	Man Paul So	143	10	24	3
192	126	Man Paul So	143	10	24	3
193	127	Man Paul So	143	10	24	3
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195	129	Man Paul So	143	10	24	3
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197	131	Man Paul So	143	10	24	3
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199	133	Man Paul So	143	10	24	3
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211	145	Man Paul So	143	10	24	3
212	146	Man Paul So	143	10	24	3
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214	148	Man Paul So	143	10	24	3
215	149	Man Paul So	143	10	24	3
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231	165	Man Paul So	143	10	24	3
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237	171	Man Paul So	143	10	24	3
238	172	Man Paul So	143	10	24	3
239	173	Man Paul So	143	10	24	3
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257	191	Man Paul So	143	10	24	3
258	192	Man Paul So	143	10	24	3
259	193	Man Paul So	143	10	24	3
260	194	Man Paul So	143	10	24	3

32 Durall Hldgs. 10p...	483	-2	13.75	4.8
32 ERA Group Sp.....	37	-6	2.75	1.8
125 ... ..	178		14.50	

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## ENGINEERING

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## HOTELS AND CATERER

48	Albion Sch Sp.	464	-2	1.5	
49	Albion Lido Sp.	106		11.65	
50	31 City Centre Res.	34	+1	1.1	
51	21 Friendly Hotel 10p.	294		12.7	
52	3681 International Leisureway	41		0.17	
53	00 Jays Hotel	1968		102.7	2
54	121 Larkspur 10p.	315		10.34	2
55	121 Larkspur 10p.	315		10.34	2
56	121 Larkspur 10p.	315		10.34	2
57	121 Larkspur 10p.	315		10.34	2
58	121 Larkspur 10p.	315		10.34	2
59	121 Larkspur 10p.	315		10.34	2
60	121 Larkspur 10p.	315		10.34	2
61	121 Larkspur 10p.	315		10.34	2
62	121 Larkspur 10p.	315		10.34	2
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95	121 Larkspur 10p.	315		10.34	2
96	121 Larkspur 10p.	315		10.34	2
97	121 Larkspur 10p.	315		10.34	2
98	121 Larkspur 10p.	315		10.34	2
99	121 Larkspur 10p.	315		10.34	2
100	121 Larkspur 10p.	315		10.34	2

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## INSURANCES

621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400	1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467	1468	1469	1470	1471	1472	1473	1474	1475	1476	1477	1478	1479	1480	1481	1482	1483	1484	1485	1486	1487	1488	1489	1490	1491	1492	1493	1494	1495	1496	1497	1498	1499	1500	1501	1502	1503	1504	1505	1506	1507	1508	1509	1510	1511	1512	1513	1514	1515	1516	1517	1518	1519	1520	1521	1522	1523	1524	1525	1526	1527	1528	1529	1530	1531	1532	1533	1534	1535	1536	1537	1538	1539	1540	1541	1542	1543	1544	1545	1546	1547	1548	1549	1550	1551	1552	1553	1554	1555	1556	1557	1558	1559	1560	1561	1562	1563	1564	1565	1566	1567	1568	1569	1570	1571	1572	1573	1574	1575	1576	1577	1578	1579	1580	1581	1582	1583	1584	1585	1586	1587	1588	1589	1590	1591	1592	1593	1594	1595	1596	1597	1598	1599	1600	1601	1602	1603	1604	1605	1606	1607	1608	1609	1610	1611	1612	1613	1614	1615	1616	1617	1618	1619	1620	1621	1622	1623	1624	1625	1626	1627	1628	1629	1630	1631	1632	1633	1634	1635	1636	1637	1638	1639	1640	1641	1642	1643	1644	1645	1646	1647	1648	1649	1650	1651	1652	1653	1654	1655	1656	1657	1658	1659	1660	1661	1662	1663	1664	1665	1666	1667	1668	1669	1670	1671	1672	1673	1674	1675	1676	1677	1678	1679	1680	1681	1682	1683	1684	1685	1686	1687	1688	1689	1690	1691	1692	1693	1694	1695	1696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## LEISURE

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	Int	Curr.	Bid	Offer + or -	Yield
	Change	Paid	Price	Price	%
<b>Brycourt Unit Trs Mgmt Ltd (1400)F</b>					
Heathcote Hse, Portman Sq, W1H 0JR				01-935 6382	
Income Growth	11195.1	195.1	202.1	14.81	
<b>Buckmaster Mngmt Co Ltd (1200)H</b>					

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# Money Market Bank Accounts

	Grns	Net	CR	Grns	Net
<b>Attkin Hurne Bank plc</b>					
30 City Road, EC1Y 2AY					
Treasury Acc	13.50	10.56	14.64	0.43	0.67
Mon to Fri 11.00-44.99	14.00	10.56	14.77	0.77	0.91
10.00-44.99	14.00	10.56	14.77	0.77	0.91
44th to Crs £50,000	14.50	11.25	15.44	0.77	0.91
<b>Allied Trust Bank Ltd</b>					
47-101 Cannon St, London, EC4W 5AD					
Mon to Fri 12.00-44.99	13.35	10.86	15.41	0.29	0.68
NICA (£2,001+)	13.90	10.86	15.24	0.29	0.68
<b>Bank of Ireland High Interest Cheque Acc</b>					
36 Queen St, EC4R 1BA					
Mon to Fri 12.00-44.99	14.75	10.75	14.92	0.42	0.70
£10,000+	14.75	11.00	15.25	0.42	0.70







**CANADA**

CANADA																	
Symbol	Stock	High	Low	Close	Change	Symbol	Stock	High	Low	Close	Change	Symbol	Stock	High	Low	Close	Change
TORONTO																	
2pm prices February 1																	
Quotations in cents unless marked \$																	
17891 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	2420 Charr	44	29	41	+ 1	12785 Inverp	81 1/2	81 1/2	81 1/2	81 1/2	81 1/2	81 1/2
17892 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1400 Charr	82	25	32	+ 1	11450 Inter-C	32 1/2	32 1/2	32 1/2	32 1/2	32 1/2	32 1/2
17893 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2028 Interpave	34 1/2	34 1/2	34 1/2	34 1/2	34 1/2	34 1/2
17894 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	6700 Int. Grp	32 1/2	32 1/2	32 1/2	32 1/2	32 1/2	32 1/2
17895 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2000 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17896 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17897 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17898 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17899 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17900 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17901 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17902 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17903 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17904 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17905 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17906 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17907 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2	31 1/2
17908 Alcan	Ph	51 1/2	51	51 1/2	+ 1/2	1000 C&N	1	37 1/2	24	24 1/2	2400 Inco	31 1/2	31 1/2	31 1/2	31 1/2</		



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

COMPOS

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**NASDAQ NATIONAL MARKET**[illegible]

3pm prices  
February 1

[illegible]

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER



## AMERICA

## Euphoria fades as Dow sticks in narrow range

## Wall Street

THE EUPHORIA surrounding Wednesday's substantial end-of-January rally faded yesterday as trading was held in a fairly tight range, writes Janet Esau in New York.

At 2 pm, the Dow Jones Industrial Average was quoted 2,632.57, up 2.03 points higher at 2,632.57 on moderate volume of 90m shares. On Wednesday, the Dow had closed 47.30 points higher at 2,630.54, its biggest one-day gain since its surge of 56.95 points on January 2 to a record high of 2,610.15.

The Dow had initially fallen by about 10 points as some investors inevitably took profits after the sharp price gains on Thursday. But then the index recovered.

Among other key indices, the broad-based Standard & Poor's 500 was quoted marginally higher at mid-session and the Nasdaq Composite index of stocks traded over-the-counter was higher after its recent bout of extreme weakness.

The early weakness came

partly as a result of profit-taking but deepened briefly after the publication of the US purchasing managers' report for January which was clearly weaker than the financial markets had expected.

The managers' index fell 45.2 per cent from 46.7 per cent in December, the greatest rate of decline in economic activity since December, 1982. The report said that new orders fell sharply, that employment continued to decline and that its inventories index was the lowest since December, 1986.

The bond market failed to respond particularly positively to this news because the report also said that, although prices declined for the eighth consecutive month, it was at the lowest rate since May, 1989. The failure of the Treasury market to build on Wednesday's sharp gains kept the equity market somewhat on the defensive.

The Government also reported yesterday that construction spending fell by 0.6 per cent in December after rising by a revised 0.7 per cent in November.

## ASIA PACIFIC

## Nikkei ends little changed as rally peters out

## Tokyo

EARLY signs of buoyancy in the market fizzled out yesterday, and share prices closed with only marginal gains in slow trading, writes Michiko Nakamoto in Tokyo.

A firm yen and a recovery in the bond market, combined with Wall Street's overnight gains, brought a measure of enthusiasm in early trading as the Nikkei index rose 116.53 to a high of 37,332.19. But it was unable to sustain this, dropping into negative territory before it closed at 37,332.19, at 17.47 at 37,206.42. The day's low was 37,124.89.

In spite of the minimal gain in the Nikkei, advances outnumbered declines by 638 to 291, with 194 unchanged. Activity remained thin, although volume improved to 507m shares from the 401m traded on Wednesday. The Topix index of all listed stocks gained 16.52 to 2,754.09 and, in London, the ISE/Nikkei index added 1.25 to 2,050.72.

Index-linked buying by investment trusts was behind

the initial rise in share prices. But most investors found little reason to venture into a market that has plunged this year and has been clouded by uncertainties which look likely to be around for some time.

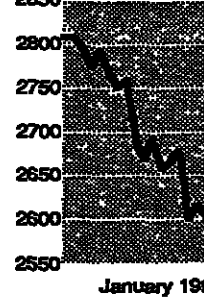
"Investors have been hurt, and they need time to heal their wounds," said Kazumasa Kitai at County NatWest. Although the fundamentals of the Japanese economy are still strong, the stock market will be happier when it knows the outcome of three upcoming events: the plenary session of the Soviet Communist Party Central Committee; the US Treasury bond auctions; and the meeting of the US Federal Open Market Committee in mid-February.

Scattered interest in equities saw laggards attracting most of the attention. Several financial stocks put in a good performance, with Industrial Bank of Japan rising ¥190 to ¥5,800 and Bank of Tokyo and Fuji Bank each adding ¥30, to ¥1,880 and ¥3,500 respectively. Some of the smaller steels and heavy industrials rose on good earnings and relatively

## New York

Dow Jones Industrial

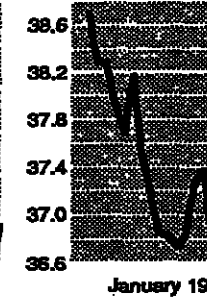
Averages



## Tokyo

Nikkei Average (000)

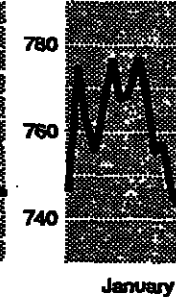
Averages



## Frankfurt

FAZ Aktien

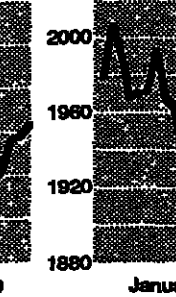
Averages



## Paris

CAC 40

Averages



## JANUARY PUTS QUESTION MARK OVER 1990 PROSPECTS

FEARS over the course of world interest rates, Soviet politics and profit-taking let the steam out of global equity markets in January.

Japan had to revise its margin that January is a good month for investment. In the US, where January's performance has set the tone for 34 of the last 39 years, Wall Street opened the new decade with a record high, and deteriorated thereafter.

In Europe, France has seemed firmly coupled to other

international markets. West Germany almost recovered from its mid-month slide but, in the end, it had to content itself with a monthly record for bounce turnover - put yesterday at DM385.5m, against DM284.5m in December.

Canada's composite index fell 0.8 to 3,708.62 on volume of 15m shares. Advances outnumbered declines by 206 to 128.

Gold shares regained some ground, with Corona up 3% at C\$10% and Lac Minerals rising 3% to C\$15%.

After a quiet day, Deutsche Bank lagged following Tuesday's DM1.50bn rights issue news, rising just DM5.50 to DM823. Commerzbank gained DM15 to DM317.50 and Dresdner DM13.20 to DM431.

Lufthansa was a strong feature, putting on DM11, or 5 per cent, to DM260 after the airline chairman said that he expected it to be flying services to West Berlin before the end of the year. Since World War II, only the airlines of the US, Britain and France have been permitted to operate the highly profitable Berlin routes.

Retailers were also sharply higher. Kaufland rose DM26.50 to DM699.50, and its recently floated Kaufland division closed at DM360, up DM30 from the offer price, on the first day of official trading.

PARIS had a better day than of late, but finished off its highs in light trading. The CAC 40 index ended 12.65 higher at 1,895.53, after an early rise to 1,901.89.

Recent losers regained some ground, with La Rochette rising FF7.50 to FF115.10 and Raffinergie adding FF11.90 to FF204.10. Thomson-CSF demerger, losing FF4.20 to FF127.50 in the most active trading of the session, on concern about a reduction in

## EUROPE

## Bourse sentiment boosted by US troop cuts proposal

OVERNIGHT news of a rally on Wall Street, US President George Bush's proposal to cut US troops in Europe to 135,000 and a positive Soviet reaction to this initiative gave a strong boost to bourse sentiment yesterday, writes Our Markets Staff.

FRANKFURT shifted into top gear again and the DAX index climbed 35.30, or 2 per cent, to 1,858.08 as volume rose more than 40 per cent to DM12.1bn. The FAZ closed 12.62 higher at 740, threatening the record of 776.71 that it registered on January 12.

Foreign buying took the international blue chips, Siemens and Daimler, up DM21 to DM759, and DM37 to DM870, as they topped the individual volume charts in turnover of DM1.47bn, and DM1.09bn respectively. Daimler's increased defence industry commitment following its Messerschmitt acquisition seemed no obstacle, on the day.

However, West Germany's classic blue chip, Deutsche Bank lagged following Tuesday's DM1.50bn rights issue news, rising just DM5.50 to DM823. Commerzbank gained DM15 to DM317.50 and Dresdner DM13.20 to DM431.

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defence orders.

Rising crude prices helped oil shares, with Elf Aquitaine gaining FF18 to FF565. Total up FF5 to FF549 and BP France rising FF9.30 to FF197.90.

Sandoz, the pharmaceuticals company controlled by Elf, rose FF19 to FF1,058. It reported an 18 per cent rise in 1989 sales and estimated a 20-25 per cent gain in net profits.

AMSTERDAM began the day in confident style, but Wall Street's rally faded yesterday as trading was held in a fairly tight range, writes Janet Esau in New York.

At 2 pm, the Dow Jones Industrial Average was quoted 2,632.57, up 2.03 points higher at 2,632.57 on moderate volume of 90m shares. On Wednesday, the Dow had closed 47.30 points higher at 2,630.54, its biggest one-day gain since its surge of 56.95 points on January 2 to a record high of 2,610.15.

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The Government also reported yesterday that construction spending fell by 0.6 per cent in December after rising by a revised 0.7 per cent in November.

## IFC EMERGING MARKETS INDICES

Market	No. of stocks	PRICE						TOTAL RETURN		
		December 1989	% Change on Nov	% Change on Dec 31 '88	December 1989	% Change on Nov	% Change on Dec 31 '88	December 1989	% Change on Nov	% Change on Dec 31 '88
		(Dollar terms)			(Local currency terms)			(Dollar terms)		
Latin America										
Argentina	(24)	419.4	-3.50	136.10	3,161,205	100.30	19,597.4	637.2	-0.70	223.20
Brazil	(56)	126.6	22.80	39.30	444,527.8	93.60	2,053.20	186.8	22.90	49.20
Chile	(26)	618.8	7.20	35.40	1,405.7	14.20	39.80	1,048.9	8.50	51.00
Colombia	(21)	232.6	5.70	5.80	863.2	3.80	33.20	411.1	6.30	14.40
Mexico	(52)	577.2	6.70	66.20	8,010.2	8.30	92.20	768.8	6.70	71.50
Venezuela	(13)	74.9	-0.40	-35.30	434.6	0.70	-24.30	89.9	-0.30	-33.30
East Asia										
South Korea	(61)	471.3	-2.90	-2.20	386.0	-2.40	-3.30	802.1	-2.70	1.70
Philippines	(18)	1,927.9	-13.60	57.50	2,124.0	-12.50	65.60	2,372.4	-13.50	58.40
Taiwan, China	(62)	1,300.3	8.50	95.40	858.0	8.90	80.50	1,440.0	8.80	99.20
South Asia										
India	(60)	203.1	12.90	1.30	274.9	12.50	13.60	242.8	13.00	4.50
Malaysia	(62)	151.8	9.80	39.40	169.0	9.70	38.80	182.1	10.10	43.90
Pakistan	(50)	119.1	0.80	-2.40	164.8	1.10	12.10	185.2	3.50	6.40
Thailand	(28)	404.4	8.20	85.30	381.5	7.80	88.40	870.6	8.20	141.30
Europe/Middle East/Africa										
Greece	(25)	281.4	1.20	67.60	342.3	-3.20	77.30	456.5	1.20	80.90
Jordan	(25)	92.1	-1.80	-4.20	155.7	-0.10	29.50	113.5	-1.80	-1.30
Nigeria	(15)	34.2	6.10	10.20	315.1	5.70	54.90	51.1	6.10	21.10
Portugal	(23)	654.4	0.10	30.90	630.3	-4.00	33.50	1,160.4	0.10	40.00
Turkey	(18)	241.2	31.80	300.10	729.9	31.80	408.20	3,438.9	163.70	1,097.20
Zimbabwe	(11)	610.7	4.20	25.30	911.9	2.80	44.80	1,030.0	5.90	40.80

Source: International Finance Corporation. Base date: Dec 31, 1984. 1-Jan 1989=100. 1-Dec 1989=100.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	Figures in parentheses show number of stocks per grouping	WEDNESDAY JANUARY 31 1990			TUESDAY JANUARY 30 1990			DOLLAR INDEX		
		US Dollar Index	Pound Sterling Index	Local Currency Index	US Dollar Index	Pound Sterling Index	Local Currency Index	1989/90 High	1989/90 Low	Year ago (approx)
Australia (84)		151.13	-0.3	133.37	130.02	-0.8	5.23	151.58	133.53	131.72
Austria (19)		218.94	-0.4	183.22	191.00	+0.2	1.36	219.58	193.70	191.51
Belgium (61)		148.41	-1.4	130.97	129.20	-0.7	4.32	151.58	132.57	130.08
Canada (120)		139.79	+0.6	123.36	120.00	+0.2	3.33	138.99	122.44	119.62
Denmark (34)		245.89	-0.2	217.00	217.00	+0.4	1.45	246.30	216.97	216.97
Finland (28)		147.55	-0.3	130.48	122.88	+0.1	2.54	148.23	130.58	122.80
France (125)		148.55	-0.8	131.10	133.52	-0.4	2.82	149.72	131.69	134.10
West Germany (96)		126.97	+0.0	112.05	111.36	+0.4	1.90	127.00	111.68	110.96
Hong Kong (48)		112.94	-0.8	91.36	91.36	-0.3	5.04	113.30	99.81	113.52
Ireland (17)		193.74	-0.2	170.98	173.61	+0.0	2.50	194.21	171.08	173.69
Italy (98)		99.09	+1.2	87.44	87.44	+1.5	2.47	97.89	86.23	91.34
Japan (458)		165.16	-0.5	133.48	133.48	-0.3	0.48	166.37	134.17	166.37
Malaysia (36)		230.03	+1.7	203.00	203.00	+1.7	2.24	229.17	199.24	229.17
Mexico (13)		348.51	+3.0	307.58	302.81	+3.0	0.50	338.23	297.96	338.23
Netherlands (43)		133.02	-0.2	121.80	119.75	+0.2	4.49	138.35	121.87	119.75
New Zealand (18)		182.85	+0.3	161.85	161.85	+0.3	5.72	183.85	161.85	183.85
Norway (24)		221.58	+1.4	195.55	195.57	+1.8	1.39	218.42	192.41	192.41
Singapore (28)		188.05	+0.2	165.97	161.46	+0.4	1.80	187.60	165.26	165.26
South Africa (60)		152.36	+0.3	134.28	133.88	+0.5	3.35	152.36	133.88	152.36
Spain (43)		153.93	-0.5	135.84	128.81	-0.1	4.17	155.16	128.25	128.25
Sweden (35)		185.79	+0.1	172.79	172.79	+0.7	1.92	185.64	172.34	172.34
Switzerland (62)		93.66	-0.9	82.65	82.30	-0.1	2.05	94.45	83.21	87.22
United Kingdom (306)		159.96	+0.4	141.16	141.16	+0.6	4.48	159.26	140.35	140.35
USA (542)		133.02	+1.8	117.36	133.02	+1.8	3.55	130.81	115.08	130.81
Europe (989)		142.11	+0.0	125.41	125.37	+0.4	3.42	142.09	125.17	125.17
Nordic (121)		183.20	+0.1	170.94	169.59	+0.7	1.72	182.98	170.00	169.18
Pacific Basin (667)		161.24	-0.1	140.97	140.97	-0.3	0.73	162.35	140.94	140.94
Euro (1655)		165.79	-0.4	146.31	146.57	-0.1	1.87	165.44	146.52	146.52
North America (982)		133.33	+1.8	117.67	132.20	+1.7	3.53	131.02	115.42	129.54
Europe Ex. UK (883)		123.98	-0.2	114.71	115.65	+0.2	2.70	120.28	114.77	115.40
Pacific Ex. Japan (212)		133.81	-0.1	118.17	120.48	-0.5	4.79	134.10	118.13	121.03
World Ex. US (1849)		165.57	-0.4	146.12	146.01	-0.1	1.73	166.18	146.39	146.39
World Ex. UK (2685)		152.28	+0.3	134.28	133.88	+0.5	2.36	151.84	133.76	143.13
World Ex. So. Af. (2331)		152.50	+0.3	134.98	143.41	+0.6	2.29	152.04	133.53	142.98
World Ex. Japan (1936)		137.84	+0.9	121.65	130.41	+1.1	3.53	136.55	120.29	128.05
The World Index (2391)		152.64	+0.3	134.97	143.57	+0.5	2.29	152.49	134.94	142.83

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Sedgemoor, in the heart of Somerset, is famous for its outstanding natural beauty.

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If you would like the latest news on development sites in Sedgemoor, please



send for your personal copy of the Sedgemoor Industrial Developments Portfolio to Annalee Enson, Director, Sedgemoor Industrial Developments, Bridgwater House, King Square, Bridgwater, Somerset TA6 3AR, or telephone (0278) 428428 (24 hours).



SEDGEMOOR HAS THE EDGE



## NEWLY QUALIFIED APPOINTMENTS

The Financial Times will be publishing the results for the Institute of Chartered Accountants on Thursday 1st March.

The advertising rate is £53.00 per single column centimetre with premium positions available by arrangement at £63.00 per single column centimetre.

A Guide to Recruitment Consultancies will also be published at £80.00 per entry with extra information at £16.00 per line.

For further information please contact:

Nicholas Baker 01-873 3351  
Elizabeth Arthur 01-873 3694

## ACCOUNTANCY COLUMN

### ARTHUR YOUNG condensed balance sheet Sept 30 (\$m)

	Accrual basis 1988	Cash basis 1988	Cash basis 1987
<b>Assets</b>			
Cash and cash equivalents	41.5	41.5	50.7
Client accounts receivable - net	119.2	25.4	23.4
Investments and advances to foreign affiliates	27.7	27.5	21.9
Equipment and leasehold improvements - net	75.3	69.7	67.5
Other assets	258.8	195.0	199.0
<b>Liabilities and partners' equity</b>			
Payable to retirement plans and other liabilities	47.9	29.3	21.1
Long-term debt	80	80	60
	107.9	109.3	81.1
<b>Partners' equity</b>			
Paid-in capital	69.9	69.9	62.5
Undistributed cash earnings and other invested capital	39.9	39.9	45.3
Additional equity	51.1		
<b>Total equity</b>	160.9	109.8	107.8
	268.8	219.1	210.9

### ERNST & WHINNEY balance sheet Sept 30 (\$m)

	Accrual basis 1988	Cash basis 1988	Cash basis 1987
<b>Assets</b>			
Cash and cash equivalents	22.5	22.5	49.5
Client accounts - inventories	177.1	24.1	25.9
Investments and advances to affiliated firms	10.1	10.1	7.4
Equipment and Leasehold improvements - net	118.7	118.7	101.1
Other assets	371.5	199.3	192.0
<b>Liabilities and equity</b>			
Payable to retirement plan and other liabilities	43.5	35.0	31.1
Advances from clients	5.5	5.5	5.5
	49	40.5	36.6
<b>Partners' and principal's equity</b>			
Paid-in capital	94.0	94.0	83.7
Undistributed cash earnings	64.3	64.3	72.3
Additional equity	163.2		
<b>Total equity</b>	321.5	158.3	156.0
	371.5	202.8	192.6

## Information document figures

By David Waller

READERS learned last week how much US partners in four of the big firms paid themselves last year. Now there are details of the operations statements and balance sheets of Arthur Young and Ernst & Whinney in the US. The data are taken from the (confidential) Information Document circulated to partners in the two firms before they merged last year.

The operations statements show the market has been growing a lot more slowly than in the UK; growth in fee income for the US firms has not exceeded 15 per cent a year in the last five years. The US arms have been growing at 20 per cent or more a year. While growth in US fees has been broadly the same, Ernst & Whinney was more profitable than Arthur Young after taking pensions and other factors into account, the return on fee income was forecast to be 34 per cent for E&W in 1989, 15.5 per cent for Arthur Young. Total return on fee income dropped from 19.8 to 15.5 per cent for Arthur Young, from 25.8 to 24 per cent for E&W.

The firms' balance sheets differ markedly. Arthur Young had much more cash than E&W, both in absolute terms and obviously as a proportion of total assets. But AY was much more highly geared than its merger partner, with long-term debt of \$60m giving a ratio of long-term debt to equity of 31 per cent. E&W had no long-term debt and was financed largely by equity from its own partners.

## COMPARATIVE SUMMARY OF OPERATIONS

### ERNST & WHINNEY

(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	809	903	1,036	1,174	1,318
Cash earnings for allocation	189.3	211.8	238.4	260.9	288
Accrued Earnings available for distribution	220.4	240	274.8	293.2	331.3
Average number of partners	1,012	1,079	1,142	1,236	1,260
<b>PER PARTNER - Sums in Thousands of Dollars</b>					
Cash earnings available for allocation	187.3	196.3	208.5	211.9	228.1
Contributions to pension trusts	12.5	13.3	13.9	14.6	14.8
Interest on capital investment	7.1	8.4	5.7	6.6	7.9
<b>TOTAL</b>	206.9	216.0	228.1	233.1	250.8
Accrued earnings	217.8	222.4	240.8	237.2	262.9

### ARTHUR YOUNG

(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	574	652	738	843	939
Cash earnings for allocation	105.0	115.8	131.6	134.6	133.8
Accrued Earnings available for distribution	114.6	137.1	153.2	146.9	166.0
Average number of partners	765	783	807	836	871
<b>PER PARTNER - Sums in Thousands of Dollars</b>					
Cash earnings available for allocation	134.6	145	164.1	161.4	156.1
Contributions to pension trusts	7.1	7.2	7.2	7.3	7.0
Interest on capital	3.1	5.7	6.3	7.0	6.8
<b>TOTAL</b>	144.8	157.9	177.6	175.7	169.9
Accrued earnings	149.8	175.1	189.8	175.3	190.6

## ACCOUNTANCY APPOINTMENTS

# Why two Tax Managers had a mid-Atlantic tussle with the French Law



One of our Partners in London had written an article which, it transpired, was of particular interest to a major American investment bank. The first we knew of this was a phone call from New York on Tuesday morning.

The Tax Manager who took the call was asked for advice on the new French Law relating to securitisation. He called in another Tax Manager from Paris who also works on our international on-call programme. A great deal of contemplative head scratching ensued. Thursday morning saw the two of them on a flight to New York putting the finishing touches to their presentation.

The meeting with the bank the following day went as planned - the result: a new client.

### THE MORAL OF THE STORY

We offer our Tax Managers an unrivalled degree of autonomy. In fact, the signature of an Arthur Andersen Manager is sufficient to commit the firm.

Our Tax Managers operate in an environment that encourages informality and team spirit. That's because we ensure that they have the best training and technical support available.

Our Tax Managers are highly talented and very ambitious. That's because Arthur Andersen is a meritocracy in which career development comes rapidly. We offer a salary and benefits package which is unlikely to be bettered elsewhere and prospects for partnership which are very real.

These factors have helped our tax practice grow dramatically in recent years. Indeed, compared with other firms, tax consultancy is a much larger part of our overall UK practice.

Behind our success lies a commitment to providing business solutions, not just tax solutions. We're able to do that because, in our opinion, Arthur Andersen Tax Managers are the best in the business. We'd like you to join them.

Develop your career now by contacting Helen Shaw, Arthur Andersen, 1 Surrey Street, London WC2R 2PS. Telephone 01-438 3250.

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ANDERSEN  
& CO**

OPPORTUNITIES AVAILABLE IN CENTRAL LONDON AND LEEDS



## Finance Director

### Winchester

A wholly owned subsidiary of a successful plc, our client manufactures and distributes technical products. Turnover is in the order of £5 million.

Reporting to, and working closely with, the managing director, the finance director will assume total responsibility for the finance and accounting functions of the company and will participate actively in the overall management of the business. The finance director will play a key role in the development and future growth of the company.

The successful candidate will be a qualified

£35,000 + bonus + car

accountant with proven financial management abilities gained in a manufacturing environment. Previous experience in the development and implementation of internal controls, computerised systems and management information is essential. A keen commercial awareness, and the ability to contribute effectively in a hands-on, team environment are necessary.

Please send career and personal details, quoting reference F/690/F to Frances A Bell at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

**Ernst & Young**

SEARCH AND SELECTION

**Appointments Advertising**  
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ext 3694

Nicholas Baker  
ext 3351

Jennifer Hudson  
ext 3607

Richard Huggins  
ext 3460

Adam Futeran  
ext 3559

Sarah Gabe  
ext 3199

Stewart Maddock  
ext 3392

## Finance Director

### London

£40,000 + Car + Share Options

This major Division (t/o £20m) of an acquisitive medium sized UK plc is involved in the photographic sector. The Group's strategic direction has been effective in producing strong growth.

In addition to having accountability for the effective operation of the finance function, the successful candidate will be expected to contribute to the strategic growth of the Division and therefore must be able to demonstrate broad commercial skills.

This is a very hands-on assignment initially. Key areas of responsibility will involve the development of existing computerisation, ensuring the maintenance of tight financial controls and evaluating future growth opportunities both in the UK and internationally.

Candidates should be qualified accountants, age indicator 35-40,

ambitious, with proven interpersonal skills, commercial experience and strong personality preferably gained in a distribution or f.m.c.g. environment.

The future prospects within this dynamic organisation are exceptional and extend beyond the financial area. Please telephone or write enclosing a full curriculum vitae quoting ref: 404 to:

Nigel Hopkins FCA,  
97 Jermyn Street,  
London SW1Y 6JE  
Tel: 01-839 4672

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## FINANCE DIRECTOR

### Manufacturing

#### Midlands

c£45,000 + bonus etc

Exceptional career opportunity for a rising finance director/controller to head the finance function in a substantial manufacturing company. THE COMPANY, turnover c.£100m, produces metal components and operates a multi-site business from its Midlands headquarters. It is a key part of a leading UK group and is expanding organically and by acquisition.

THE ROLE is to manage the finance and computer functions with special emphasis on upgrading information systems to meet the needs of a vigorous, expanding business.

CANDIDATES, age 32-45, will be qualified accountants who have headed a modern financial control function in a substantial manufacturing business; will be experienced in systems development and will have good leadership skills. Contracts management and acquisition experience would be helpful.

Please reply in writing with full CV and quoting Ref 1964 to Waggett & Company, 5 Clifford Street, London W1X 2BX. Tel: 01-494 2551. Fax: 01-439 0222.

**WAGGETT & COMPANY**  
executive search consultants

### HEAD OF FINANCE

International Leisure  
Company  
c£25,000+

We are market leaders in our field and are looking for a qualified finance professional to complement the company's rapid expansion. The successful applicant will head up a small existing team and will be responsible for ensuring the company's finance and administrative systems match up to our turnover and profit and growth. Involvement in corporate acquisitions and development of new international and U.K. subsidiaries is required in a role which reports directly to the Group Managing Director.

Please send C.V. in strictest confidence with full details of career and salary progression to The Group Managing Director,

Box A1454, Financial Times,  
One Southwark Bridge,  
London SE1 9HL.

## COMMERCIAL DIRECTOR

### Woking

£40,000 + bonus, car

**KAY  
CONSULTANCY  
GROUP**

International Executive Search & Management Consultants

The UK subsidiary of a successful international group with a turnover of £1 billion, derived from various service industries is currently looking to expand its £30 million business in the UK. A commercially-minded person is sought to play a key role in the management and development of the group which currently has 450 employees.

The Commercial Director will be responsible for monitoring and providing support to existing group activities in addition to co-ordinating the development of the group. This will involve the identification and evaluation of acquisition targets. He will work closely with the Managing Director to whom he will report.

Candidates, who are likely to be aged between 35 and 45, should have a recognised business qualification, proven financial and analytical skills and be computer literate. Industrial experience and experience of making acquisitions is essential.

A substantial package including bonus, car and executive benefits reflects the importance of this position within the group.

Interested applicants should forward a full curriculum vitae to:

David Binney,  
Kay Consultancy Group Limited,  
Thames Valley Office, Kennet House,  
80-82 Kings Road, Reading RG1 3BJ.

## Financial Director

### Birmingham

c£28,000 + Car(FX) + Bonus + Bens

#### The Client

Our client is a £25 million turnover manufacturing subsidiary of a diverse International Plc. Operating in the dynamic FMCG market they are recognised as a market leader in their field. Following the promotion of the previous incumbent to a general management position within the group they are now seeking to appoint a commercially minded Financial Director.

#### The Position

Reporting to the Managing Director the successful applicant will be responsible for the formulation and implementation of long term strategic plans including acquisitions and special projects, review of monthly/quarterly and annual results, and the day to day running of the finance department including DP and credit control.

Interested candidates should contact Nick Stephens on 021-333 4450 (office hours) or 021-445 5055 evenings/weekends. Alternatively, write enclosing CV to the address shown.

#### The Person

Applicants must be experienced qualified accountants with a 'hands on' management style, who can demonstrate a successful track record of achievement to date together with well developed inter-personal and commercial skills. Experience of working within the manufacturing sector (ideally FMCG) would be a distinct advantage.

#### The Rewards

The salary package indicated shows the commitment of our client to attract exceptional candidates. It will include those benefits normally associated with a progressive organisation including relocation expenses where necessary. Promotion prospects are excellent.

**Nicholas Andrews**  
The Midlands  
Specialists in Financial Recruitment

Nicholas Andrews,  
Freepost,  
126 Colmore Row,  
Birmingham,  
B3 2BR.

## FINANCE DIRECTOR

Leisure services - £35m t/o

From £40,000 + car

Berkshire based, the group is a successful national business, operating with considerable independence within a dynamic plc.

A commercially oriented ambitious accountant with strong management skills is required. Reporting to the Managing Director, he/she will make a substantial input to business strategy and be fully accountable for finance, accounting, MIS and company administration.

The group has a range of activities, providing both products and services to

a large customer base, and several regional offices. Recently enhanced computerised systems link these with Head Office and the Finance Director will be expected to lead their continuing development.

A background in fast moving, sales oriented business is essential. Strength of personality and communication skills will be valued as highly as technical ability.

Please send career details, including current salary, to Mike Smith quoting ref. G/303 or telephone him on (0734) 505555 for further information.



**Peat Marwick McLintock**  
Executive Selection and Search  
Abbots House, Abbey Street, Reading, Berkshire RG1 3BD.



**Memorandum to Chairmen and Chief Executives who are seeking top calibre Finance Directors.**

With the changing and difficult environment in the financial skills market, there is increasing concern about the lack of effectiveness and high cost of traditional headhunting services.

To match the new market needs, QT Search brings a completely new approach to financial appointments in the £40K - £100K salary range.

It guarantees confidentiality to client companies and candidates, under the personal responsibility of a Reed Executive PLC main board member.

It specialises in senior financial appointments and is backed by the full resources and experience of Reed Executive, the first selection consultancy to establish a specialist accountancy appointment service.

It maintains a discreet knowledge of very senior financial executives who would consider a career move.

It provides personal candidate CV's to reflect individual personality characteristics, with no candidate 'packaging'.

It operates on a 'No appointment, No fee' basis, with all advertising and search costs included in the fee, and payable only when the candidate is appointed.

To take advantage of this unique new service, please telephone or write in complete confidence to:

The Chairman  
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76 Cannon Street  
London EC4N 6AE  
Tel: 01-236 7346



## Divisional Financial Controller

**London £30,000 + Car**  
**International Marketing/Design**

Our client is an undeniably recognised as one of the world's foremost international design and marketing consultancies with an outstanding reputation for both its creativity and the commercial impact of its work. Through dynamic management, sound strategic planning and innovative solutions provided to clients, this plc has achieved a dramatic increase in the range and scale of its activities.

With an excellent blue chip client base and the opening of new offices across Europe, the expansion achieved to date is planned to continue and as a consequence a Financial Controller is now sought to be responsible for all day to day financial control of an £8m t/o division. Duties will include management reporting, business planning, systems enhancement and treasury matters. The role will require continual involvement in projects of an ad-hoc nature with frequent liaison to all levels and across many disciplines within the business.

Candidates will be qualified accountants, aged 28-30, with an ability to get thoroughly involved and who can bring an enthusiastic and commercial attitude to this highly professional Group. Opportunities within this challenging and stimulating environment are excellent.

Please telephone or write enclosing full curriculum vitae quoting ref: 408 to:  
Philip Cartwright FCMA,  
97 Jemmy Street,  
London SW1Y 6JE  
Tel: 01-839 4872

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

**Accountants/Financial Business Analysts**  
**c£25,000 plus benefits**

## RESPONDING TO THE CHALLENGE OF CHANGE.

Prudential's General Insurance Division is a major contributor to the success of one of the UK's leading financial services groups. Concentrating on commercial business we sell both through brokers and the group's field agents.

Located at our Head Office in Welwyn Garden City our high calibre team of Management Accountants/Financial Business Analysts plays a vital role in managing the business and helping us make the most of new market trends. Increasing activity and rapid change now creates opportunities for either a qualified Accountant or a Financial Business Analyst with experience in a similar management accounting role.

### Management Information

In this key role, you will prepare reports to board level of monthly business activities and trends, making appropriate forecasts and recommendations as well as taking responsibility for the construction and development of the business plan. You will also provide a financial consultancy service to all levels of management within the Division and take responsibility for the computerised management information system.

### Expense Control

This role concentrates on the application of tight budgetary control procedures. You will be responsible for all aspects of expense monitoring, forecasting and planning, as well as providing reports up to board level. An essential part of the job will be to further develop the management controls in the flow of information and reporting.

With extensive contact with all levels of management, both these central roles call for good interpersonal skills, business awareness, strong analytical flair and computer literacy. Heading a small team, the ability to manage and motivate staff is also essential.

In addition to attractive salaries, valuable financial sector benefits include low-interest mortgage, non-contributory pension and interest-free season ticket loan. Career prospects are excellent.

Please telephone or send your c.v. to Mike Driscoll, GIPT, Prudential General Insurance Division, Charter House, Parkway, Welwyn Garden City, Hertfordshire AL8 6JJ. Telephone: Welwyn Garden (0707) 338444.

We are an equal opportunities employer.

**PRUDENTIAL**  
General Insurance

## Financial Controller

**Central London-Media c£35,000 Plus car**

A highly profitable and fast moving company in the media business is seeking a financial controller. The company has a proven commitment to long term growth by organic development and acquisitions.

Specialist knowledge of the industry is less important than the ability to learn fast and manage a young and highly motivated staff.

The ideal candidate will be a young graduate Chartered Accountant but other qualified applicants with appropriate experience will be considered. The Controller will have to lead by example and be able to hold their own in a competitive department in a highly competitive company.

If you think you have the strength of personality and confidence to take on this very demanding post you should send your c.v. in confidence with a daytime telephone number for:

**HODGSON  
IMPEY**

Peter Willingham (Ref 078)  
Managing Director  
HODGSON IMPEY  
SEARCH & SELECTION LIMITED  
50 Pall Mall, London SW1Y 5JQ

## ACQUISITIONS MANAGER

make a real contribution in this strategic role

**Surrey c£35K + share options + car**

Our client, an acquisitive UK plc (t/o £45m) with significant overseas subsidiaries, is poised to enter an exciting period of growth, both organic and through acquisitions. They seek an ambitious individual who is looking for increased responsibility and the chance to make a real and visible contribution to the development of the Group.

Reporting to the Group Finance Director, the appointee will be a qualified accountant, aged 28-32 with experience of acquisitions and, ideally, a sound knowledge of corporate taxation. Personal qualities sought include drive, commitment, enthusiasm and the ability to communicate at senior level.

The package includes a basic salary, bonus, share options, company car plus usual fringe benefits.

For further details and an application form telephone Guildford (0483) 300538 (24 hours) or write in confidence with CV to Peter Page, Senior Consultant, 31 Consultants Limited, 3 The Billings, Walnut Tree Close, Guildford, Surrey GU1 4UL, quoting ref: PP894.

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Richard Huggins ext 3460

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Sarah Gabe ext 3199

Stewart Maddock ext 3392

## FINANCIAL CONTROLLER

### "Strategic Consultancy"

**London**

Our client is an international management consulting firm specialising in the implementation of strategic change. With more than 20 years' experience working with corporate leaders in the U.S., a London office was established two years ago and now has more than 100 consultants working with major "blue chips." Plans are under way to expand into other European cities.

A Financial Controller is required to take overall responsibility for the accounting and financial management of the U.K. operation and to assist in assessing possible acquisitions, or in establishing appropriate entities in Europe. The initial tasks however, will be to enhance the quality of management information and to act as adviser to senior management on all statutory and legislative matters.

A graduate, chartered accountant is

**£50,000 plus car**

required with above average intellectual and analytical ability combined with first rate verbal and written communication skills and a flexible but disciplined approach. Candidates must be able to relate successfully to highly qualified professionals in a knowledge-based business. Previous experience of treasury and corporate and personal taxation is required and will ideally, have been gained in more than one country. A second European language is strongly preferred.

This is an unusual and challenging opportunity to join an energetic, rapidly growing, but highly professional organisation and to make a significant contribution to its future direction.

Please reply in confidence enclosing full curriculum vitae to Carey Jenkins quoting reference UN105.

**KPMG**

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70 Fleet Street, London EC4Y 1EU

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<p><b>RICHMOND £25,000 + car + package</b></p> <p><b>Lending Analyst</b></p> <p>High calibre investment group offers a stimulating role which involves analysing, evaluating and reporting back views and recommendations on clients' financial status and management - thus playing the key role in dictating levels and terms of lending capital. Research into economic and industry trends, accounting and legal issues will all be part of this very broadbased position. An exceptionally good package will comprise mortgage subsidy, company car, with paid parking, and excellent personal benefits. Ref: 67066</p> <p><b>Contact the Manager: 21 George Street, Richmond 01-940 4483</b> <b>Fax: 01-940 1627</b></p>	<p><b>NR. READING £25,000 + car</b></p> <p><b>Chief Accountant</b></p> <p>Small subsidiary (c£3m t/o) of high profile micro computer company offers scope for you, to create a finance function to your own specification. Reporting to the young M.D., your brief will be to create, develop and implement all accounting systems. Your other responsibilities encompass monthly reporting, control of project costing, statutory accounts and cashflow forecasting. Directorship prospects form a part of the attractive package.</p> <p>Ref: 25A161B2 <b>Contact the Manager: 20 Queen Victoria St, Reading 0734 596677</b> <b>Fax: 0734 591707</b></p>
<p>Post Qualification Experience - send your CV or phone the appropriate Manager or our Specialist PQE Career Advisers on 01-489 0403 (24 hour answering service) for an application form now.</p> <p>Reed actively promotes Equal Opportunities.</p>	

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## Controller Finance & Administration

**N.Home Counties**

**to £40,000 + Bonus + Car**

This well-known and highly successful international consumer products group is committed to maintaining its dominant market position through the further development of a clearly focussed growth strategy.

The UK division is a key participant in the achievement of this strategy and, as a consequence, is seeking to strengthen the calibre of the finance team.

Reporting to the Director of Finance you will be responsible for a 30 strong department. Your initial key task will be to review and project manage the enhancement and implementation of sophisticated management information systems and reporting procedures. You will work closely with senior colleagues and contribute to the raising of reporting standards through the provision of timely and accurate financial information.

A Chartered Accountant, preferably aged 32-38, you will possess the technical competence and professional maturity to lead and motivate a committed finance team. Your experience should have been gained within a large corporate environment. Awareness and understanding of accounting standards, preferably including C.I.A.A.P. reporting, would be a distinct advantage.

Compensation benefits will include an attractive profit related bonus scheme, fully expensed executive car, non-contributory pension scheme and family healthcare. A generous relocation package will be available if required. Prospects for advancement within this progressive environment are considered excellent.

For further information contact James Hyde on 01-839 7595 or alternatively write, enclosing a detailed CV, to the address below.

**ST. JAMES ASSOCIATES**

MANAGEMENT SELECTION

32 ST. JAMES'S SQUARE, LONDON SW1Y 4JR FAX: 01-930 7470. TELEPHONE: 01-839 7595.  
A GKR Group Company

## DIRECTOR OF FINANCE

to £40,000 + car + benefits

One of London's most prestigious teaching hospitals is currently seeking to recruit a high calibre qualified Accountant to play a key role in preparing them for substantial change management in the 1990's.

Reporting directly to the General Manager, and working closely with the 14 clinical directorates created as a result of decentralisation, you will be responsible for developing operational efficiency and planning future hospital services based on expected funds and anticipated demand. A further key task will be to improve the quality of management information and systems to provide a platform for commercial decision making and development of resource management.

Probably, aged in your early to mid thirties, a graduate qualified accountant, you will be able to demonstrate a history of achieving objectives, and the ability to work

under pressure with a diverse workload. Outstanding communication skills are pre-requisite, particularly in dealing with general and clinical management and corporate decision-making on non-financial issues.

The remuneration package will be negotiable based on experience and ability and will not be a limiting factor. Please forward a detailed résumé including current remuneration, quoting Reference No. 10/737, to Jonathan Williams at Morgan & Banks Search and Selection Plc, First Floor, 114 St. Martin's Lane, London WC2N 4AZ. Alternatively contact him on 01-240 1040 to arrange an initial meeting.

**Morgan & Banks**

LONDON

WASHINGTON

SYDNEY

AUCKLAND



## Financial Controller

### North of England

Our client is the market leader in the distribution of time sensitive materials within the UK with the administrative centre located in Yorkshire.

This will be a Board appointment, reporting to the Managing Director and working with a team of circa 60. The appointee will be responsible for the financial management of the business and play a key role in the strategic growth of the division.

Major responsibilities are to further develop the systems and controls currently operating, review and implementation of computer needs and the provision of timely and accurate management and financial information. Candidates will be graduate chartered accountants

£40,000 + car + benefits

aged between 35 and 45, with line financial management experience and familiarity with large company culture. Personal skills will include a proactive approach, drive and determination and a desire to take on new challenges. Good communication skills and the ability to perform in a team environment are essential.

The company has an excellent reputation for employee development and will reward success with rapid career progression within the group.

Please send career and personal details to Suzanne E Karoly, quoting reference F/120/K at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

**Ernst & Young**

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Nicholas Baker  
ext 3351  
Jennifer Hudson  
ext 3607  
Richard Huggins  
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Adam Futran  
ext 3559  
Sarah Gabe  
ext 3199  
Stewart Maddock  
ext 3392

## Director of Finance

### Prestige Consumer Products

c. £35,000

Surrey/Kent Border

Highly successful plc subsidiary seeks experienced finance professional for new management team. Quality products, excellent growth potential and strong financial backing. Early appointment to the Board envisaged.

#### THE COMPANY

Recently acquired subsidiary of £170m turnover plc. Well established business with track record of profitability entering new phase of growth and development under new management.

£5m turnover c 70 employed in the production, marketing and distribution of premier, fine art related consumer products.

#### THE POSITION

Member of senior management team reporting to the M.D. with full responsibility for the financial management of the company. Key task to develop computer systems to enhance the already efficient financial and management information procedures. Wide ranging role covering financial reporting and management information, analyses, treasury and company secretarial.

#### QUALIFICATIONS

Ideally certified or cost and management accountant aged late 30s or 40s with strong computer skills. Track record of managing the financial function in a small or medium sized company. Self starter, hands-on manager with enthusiasm and commitment.

Please reply in writing, enclosing full cv. Reference J0416  
54 Jernyn Street, London, SW1Y 6LX

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## FINANCIAL CONTROLLER

### London

£40,000 + Car  
+ Bonus + Share Options

**megasat**

This highly entrepreneurial business has pioneered satellite communications in Europe since its formation in 1981. Today it is recognised as a market leader for professional, network and consumer systems and is currently enjoying the benefits of the present industry boom.

Its enviable reputation for integrity and technical excellence reflects the importance the company places on systems design and customer relationships. Clients include BT International, London Stock Exchange, BBC, Sky, BSB, Harrods and all the major players in European cable.

Turnover is increasing rapidly after doubling each year since 1981.

Reporting to the Chief Executive and monthly direct to the Board, the successful candidate will assume full responsibility for all finance, including the supervision of systems and staff, special assignments, joint venture agreements and most importantly preparation for a market flotation before the end of 1992.

You will be a qualified accountant with specific experience of controlling finance matters within a rapidly expanding company. The age of the candidate is not important, attitude is. Strong negotiation skills, good business acumen and the ability to achieve a Board position are prerequisites.

Interested candidates should contact Michael Herst or Jon Vonk on 01-629 4463 (day) or 01-720 1527 (evenings and weekends). Alternatively, please send a curriculum vitae to the address below or by facsimile on 01-491 4705 quoting Ref: MH816.

**HARRISON WILLIS**

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

## Financial Controller

£35,000 + car

NW London

This is a highly successful and expanding Plc with a turnover in the region of £9.2m.

Central to its development is the appointment of a 'tough minded', computer literate Financial Controller who will report directly to the Chairman. Responsibility will be for the control of the accounting department and the implementation of a computer accounting system which must provide accurate and immediate financial control to the Board.

This is an excellent opportunity for a

resilient and articulate 'shirt-sleeved' Financial Manager to make a major contribution to a growing business.

Candidates aged 35-50, should be qualified and have gained previous financial management experience in a highly commercial environment, possibly within the insurance industry.

To apply, please send CV, in confidence, quoting CL/106 to:

Chris Lane, Moores Rowland, 43 Eagle St, London WC1R 4AP. Tel: 01-631-8383

**Moores Rowland**  
Chartered Accountants

## European Finance Director

c. 550,000 F. Fr

Paris

Our client is a US company and a leader in high quality office system furniture; sales in Europe are around \$70 million. The European headquarters are based in Paris, but extensive travel to the UK and elsewhere in Europe will be necessary.

The Finance Director has a leading role to play in the management and development of the European business, particularly in determining priorities within the overall business plan. Key accountabilities include leading the entire European financial and IT function, planning, forecasting and reporting on the financial implications of commercial decisions.

Candidates should be Chartered

Accountants with previous experience of heading up a company or divisional finance function. Multi-national/European experience is essential and exposure to US reporting systems and schedules would be a particular asset, as would a working knowledge of French and/or German. Professional weight and the personal ability to counsel and influence at Board level is equally important.

In addition to salary, there will be a comprehensive executive benefits package.

Please write - in confidence - with full details, quoting ref. 17552 to David Dodd, MSL International (UK) Limited, Broad Quay House, Bristol BS1 4DJ. Tel: (0272) 276617.

**MSL International**

## Company Finance Director

Plus P&L Responsibility For A Business Unit

Quality Furniture Products

West Yorkshire,

To £40,000, Bonus, Car, Benefits

**Hoggett Bowers**

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Annual turnover is £30m of this very successful subsidiary of a major UK plc. Aged early to mid 30's, a qualified Accountant with a proven business record, your role will be to ensure the highest quality of financial management throughout a closely knit professionally run multi sited business. Key future developments include the enhancement of systems as well as an active acquisition programme in an organisation that encourages real autonomy at operating company level. In addition to your responsibilities as Chief Financial Officer of the company and Board member, you will be personally accountable for the performance and development of a growing £3m per annum turnover business unit which is currently subject to a substantial investment programme. As a complement to your technical pedigree as a financial manager you must have a high level of communication and interpersonal skills. An ability to make a substantial contribution in a very challenging, dynamic and achievement oriented organisation is essential.

J.A. Thomas, Ref. L13153/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661. Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

## F. D. DESIGNATE

Lincolnshire

£25,000 + Car

Our Client, a subsidiary of a Public Group, design, manufacture and market high quality packaging materials. The company, with a turnover of £13 million, employs 400 staff operating from a number of UK locations, and has, in addition, a European subsidiary.

This key appointment involves a broad range of activities, with a principal function to co-ordinate and develop the efficient financial management of the company. The role will be pro-active and will involve financial and commercial decision making at senior level.

Applicants will be qualified Accountants with genuine financial, commercial and interpersonal skills. With the ability to lead a small team, a good understanding of computerised systems is essential, ideally gained from a manufacturing background. Age indicator 28-40 years.

Overall this is a rare opportunity to become involved in an exciting programme of business development with a progressive Group. In addition to outstanding career prospects, an extensive remuneration package is on offer with a generous range of supporting benefits.

Please write with full career details, including current salary, and quoting Reference L/128/89 to Simon Clements.

**KPMG** Peat Marwick McLintock

Executive Selection

Arlan House, Salisbury Road, Leicester LE1 7QS. Telephone (0533) 471122

## Finance Director (Designate)

Excellent Potential

Subsidiary of Major Plc

The Midlands

Circa £30,000 + Car

Our client, a successful autonomous subsidiary of a major British Plc, operates in the Midlands and is a leading supplier to a specialised section of the motor trade. It has an excellent reputation, is highly profitable and has the potential to develop its operations further. They now seek a high calibre Finance Director Designate.

Reporting to the Managing Director you will lead a small head office team responsible for the accounting and financial control of the company. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 26 to 33. The business is poised for further development and a strong commercial awareness is therefore essential. Good computer skills and an ability to take a 'hands on' approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills.

This is a senior appointment and has excellent career prospects. Location is in the Midlands and there is an attractive remuneration/relocation package for the right candidate.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 710, to Adamson & Partners Ltd., 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 420802.

**ADAMSON & PARTNERS LTD.**

Executive Search and Selection



# Head of Financial Consultancy

## Home Counties to £60,000+car

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth and rapid regional development has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to build a significant financial consultancy practice in an economically buoyant region with high growth potential. This will form an integral part of the firm's broader management

consultancy activities, which include marketing, I.T., human resources, manufacturing and distribution consultancy services.

The major responsibilities of the position will include initiation and development of business, managing assignments and the recruitment and development of a team of high calibre consultants. Existing clients range from small and medium sized companies to major international groups, across a variety of business sectors. Assignments are likely to focus on business planning, treasury

operations, cost management systems, financial control and financial reporting systems.

Candidates, aged 30 to 45, must be qualified accountants of graduate intellect, who can demonstrate a strong track record of achievement gained in both industrial financial management and, latterly, at a senior level in a major management consultancy. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should write to Alan Dickinson ACMA quoting reference 2618 at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Telephone 01-631 2000.



**Michael Page Finance**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

### FINANCIAL MANAGER

**Salary £22,600 plus performance related pay**  
Dorset Family Practitioner Committee, responsible for the management of services provided by family doctors, dentists, pharmacists and ophthalmic practitioners at an annual cost of some £65m, seeks a suitable person to take responsibility for its financial affairs, to provide expertise to fellow members of the Committee's senior management team and to help monitor, and advise practitioners facing radical change as the result of two Government White Papers.

The successful candidate will ideally possess a recognised accounting qualification and previous experience of NHS Finance will be an advantage but personal qualities and skills are paramount.

Job description/information pack from:-

Personnel Officer  
Dorset Family Practitioner Committee  
Victoria House  
Princes Road  
Ferndown  
Dorset BH22 9JR  
(Tel: 0202 893000)

Closing date for applications - Monday 5 March 1990

In fact, as one of Britain's leading

Finance Houses with a national network of branch offices and a major subsidiary of the National Westminster Bank Group, we can provide a truly progressive environment in which to explore your full potential.

We're keen to talk to qualified accountants about the exciting and varied opportunities across our business areas including our Head Office at Redhill. This is an ideal opportunity for you to talk to us informally about the excellent financial sector benefits and first-class career prospects available throughout the Group.

## Accountants



Lombard North Central PLC  
A member of the National Westminster Bank Group

**OPEN EVENING**

Talk to us between 5.30 and 7.30 p.m. on  
Wednesday, 7th February at Redhill, Surrey.

We have **all** the options you need...  
and a lot more besides.

If you're an ACA, ACCA or ACMA, with between one and five years' post-qualification experience, come along to our modern Head Office, just two minutes walk from Redhill station, and find out how we can help advance your career.

If you can't make it, please write with brief cv, quoting reference FT1, to Ursula Robinson, Lombard North Central PLC, Lombard House, 3 Princess Way, Redhill, Surrey RH1 1NP.

Lombard North Central PLC is an equal opportunity employer and positively welcomes applications from all sections of the community.

## Financial Controller

North West London to £35,000 + car

Our client is a young and highly ambitious company specialising in importing and marketing contemporary office furniture. Established in 1985, both staff and turnover have more than quadrupled and the company anticipates further dramatic growth in the next few years. They are already recognised amongst the market leaders in their field and have future plans for diversification and expansion. As a consequence, they have identified an urgent need for a Financial Controller.

Reporting directly to the Managing Director, the candidate will be a qualified accountant with proven management and commercial skills. They will assume immediate responsibility for all financial and administrative functions, and will be expected to make a significant contribution to the future growth and development of the company.

Ideally, candidates should be aged between 27 and 34, with achievements in the field of business development and strategy planning. A graduate ACA/ACMA/ACCA with stamina and genuine commitment are required for this challenging and demanding role. There are excellent prospects for a high calibre candidate, in line with the predicted future growth of this company.

Interested candidates should send a detailed CV, including current salary and daytime telephone number to Carol Jardine at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH quoting reference LM 113.



**SPICERS EXECUTIVE SELECTION**

A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

## Controller

FINANCIAL ACCOUNTING

to £34,000+Car+Reloc. Pkg+Benefits

The client is a major U.K. designer and manufacturer of High-Tech electronic systems, based in the South East, whose capability in advanced technology has taken them to the forefront of the world's markets. Growth and success in recent years can be attributed to various other factors, which include the ability to deliver promptly within budget and to provide first class support. Also the implementation of and adherence to strong accounting, procedural and control mechanisms, have combined to consolidate their reputation worldwide.

As Controller-Financial Accounting you will report to the Financial Director and assume overall responsibility for the Financial Accounting, Cash Management and Internal Audit functions. More specifically, this will include the supervision of a strong management team responsible for the Bought and Sales Ledgers, the preparation of Statutory Accounts, fixed asset accounting and foreign currency management, together with systems design and implementation, payroll and the definition of cash management policies and procedures.

Candidates (aged 28+) will be qualified Accountants, ideally with exposure to an industrial environment gained from either a medium to large manufacturing organisation or the professional audit environment. A state of the art understanding of modern accounting techniques, together with first class man-management and interpersonal skills are essential criteria. They will be innovative, proactive and confident, possessing the ability to display the energy, initiative and flair required to meet the continuing challenge that this role will present.

For further information, please telephone or write, in strictest confidence, enclosing full career details, to David Goodrich, Firth Ross Martin Associates Ltd., Search and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY Telephone 01-628 2441 Fax 01-382 9417.

*Firth Ross Martin*

FIRTH ROSS MARTIN ASSOCIATES LTD.

## CHALLENGING OPPORTUNITIES WITHIN AN EXPANDING GROUP

Yorkshire

This highly acquisitive group has grown substantially over the past five years creating a divisionalised and diversified organisation employing in excess of 6,000 people with a worldwide turnover of £200M+. Internal promotion within one of the group's major divisions, which operates through a number of specialist and autonomous engineering companies, has created two influential management positions.

### Divisional Financial Controller

£35,000, car

Reporting to the Divisional Chief Executive and working closely with him, the role will be all embracing involving the profitable development of the division's activities. A key element of the position will be formulating a total business strategy together with direct involvement in the commercial aspects of major contracts, many overseas based. Aged 30-45, qualified and commercially aware, candidates should have an engineering background, preferably including major projects. The ability to operate with the minimum of direction and work closely with unit management is essential for success. Quote reference: (F.T. 353C).

### Financial Director

£30,000, car

To provide the financial and commercial controls for this high technology based process plant manufacturer with a turnover of £15M and employing 200+: emphasis is placed on advising colleagues on all factors affecting the business profitability and growth strategy. With a number of years experience in a contract/job costing environment, the successful candidate will be 30+, a qualified accountant, have operated in a senior accounting role and be familiar with computerised systems. Quote reference: (F.T. 354C).

Both the above positions are based in an attractive part of Yorkshire. A comprehensive benefits package, including relocation, is available.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Telephone: 061-839 0089 quoting appropriate reference.

**Howgate Sable**

EXECUTIVE SEARCH AND SELECTION

## CORPORATE STRATEGY

### Major West Country Enterprise

This SUCCESSFUL, publicly quoted service organisation has once again achieved record profits, and, with access to considerable funds, has ambitious plans for growth and diversification.

To support these plans, two new high profile positions have been created which offer a significant degree of autonomy and variety in the provision of strategic investment advice to the Board.

### Strategic Financial Planner c.£40,000

Assisting the Group Finance Director in the formulation of strategy and evaluation of strategic options, you will be responsible for considering acquisition targets and new business activities, their evaluation and appraisal, and subsequent negotiation and integration into the Group. You will also advise on funding, structure, reporting and taxation implications.

It is therefore essential that you have a business mind capable of rapidly grasping and developing commercial issues, together with the flexibility to work with the minimum of guidelines.

A Chartered Accountant aged 28-35, you must have demonstrable experience in this field, possess a high degree of motivation and commitment, credibility in dealing with external advisors, and the desire to contribute to the successful expansion of the organisation. Ref: PEX/4027/FM

### Investment Analyst c.£30,000

Reporting to the Strategic Financial Planner, you will provide high quality and detailed financial and market analysis to support the Board's decision making. With a capital investment budget exceeding £1bn in the next ten years, you will advise on investment strategy for both Group and main operating units, assessing market trends and ratios and advising on timing and priorities.

Aged 25-35 and ideally a qualified accountant or MBA, you should have the experience and ability to establish this function and create sound relationships with external advisors and brokers, necessitating a breadth of high level business and financial analytical expertise. Ref: PEX/4028/FM

To apply for these positions, please send a cv, indicating current salary, and quoting the appropriate reference, to Fiona McMillan, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

**PA Consulting Group**

HUMAN RESOURCES

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Executive Recruitment - Human Resource Consultancy - Advertising and Communications



## EXECUTIVE ACCOUNTANCY ROLES South East International High Technology Corporation

This blue chip multinational group, established in 1981 has researched and developed microprocessing technology with emphasis on a truly automated means of transmitting information. A multi-million pound annual turnover and an outstanding record of growth and profitability has resulted in the need for:

### COMPANY ACCOUNTANT (Director Designate) c £27,000 + Car + benefits

Reporting to the Managing Director and European Board, you will be solely responsible for financial control of the UK operations.

With the potential for a Board Appointment within 12 months this position offers exceptional scope to personally influence the shape of the company and to play a key role in its future direction - ideally Stock Exchange flotation within 3 years.

A qualified ACCA/CIMA in your late 20's, you will have up to 5 years successful financial management experience in the commercial arena. Computer literacy together with strong communication and management skills are essential. Fluency in French would be advantageous.

For a flexible, decisive and ambitious individual this position offers an outstanding challenge in corporate development.

### COMPANY ACCOUNTANT c £20,000 + benefits

Reporting to the Director Designate you will contribute significantly to the future growth and success of the company. This all encompassing role will include preparation of management accounts; control of all aspects of sales, purchase and nominal ledger administration combined with the ability to set up systems and provide timely and accurate information for Board Management.

This position represents an excellent opportunity for qualified ACCA/CIMA, aged early 20's with at least one year's commercial experience. Prospects for progression to Chief Accountant (UK Operations) are well defined.

Please write in confidence to Helen Kirschock or Gina Gallagher, at:

Argosy Search and Selection Ltd,  
Suite 28, Beaufort Court, Admirals Way,  
South Quay, Waterside, London E14 9XL  
Tel 01-537 3717 Fax: 01-536 9925



## Chief Financial Officer

Advertising, Public Relations and Marketing Group - Jeddah

US Dollars 60,000 Tax Free + Expatriate Benefits

This new position reports to the Director General of a well established and successful advertising, public relations and marketing group. The group is actively expanding its range of interests both by internal growth and by company acquisition and seeks an experienced Chief Financial Officer to be responsible for financial management during this period.

The Chief Financial Officer will be responsible for the finance function with particular emphasis on:

- \* establishment of group wide financial procedures
- \* funds management
- \* project evaluation
- \* development of computerised management reporting and financial controls.

The group is offering long term career prospects. Additional to the basic salary are expatriate allowances for car, housing, airfares, other benefits.

The successful candidates, a graduate with a UK or US accounting qualification, is likely to be either an experienced Finance Manager who is looking for a career move within the Middle East, or a younger accountant with some commercial experience wishing to develop with the group. Personal qualities of leadership and initiative are very important.

Age range 30 - 45: Good written and spoken Arabic is essential.

Please send career details including salary history, quoting reference JA/50 to: John Allen; Ernst & Young, Executive Recruitment Division, P.O.Box 140, Manama, Bahrain.

## A role combining technical ability with "up front" communication

You will already have a financial technical background, and will be used to the preparation of budgets and forecasts and ideally analysing the profitability of new and existing business. For this challenging role however, you will also need the maturity and confidence to present this information to our customers in the form of "face to face" presentations and written documents as part of a negotiating team.

### FINANCIAL CONTROLLER

c. £24,000 + car + PPP BRISTOL

We are Lloyds Bowmaker, a member of the Abbey Life Group and one of the UK's leading finance houses. As a Division of the Group we specialise in the provision of leasing finance for business equipment.

Although financially and technically minded you also need to see the wider implications of our business upon our customers when evaluating proposed new business ventures and developing financial planning and forecasts to achieve the goals and objectives of the Division.

As a Qualified Accountant with a background of 4-5 years' commercial experience, ideally in the leasing industry, you will be computer literate and familiar with FCS and Lotus. You will have excellent interpersonal skills and the potential to take on a people-management role developing relations with staff and suppliers. You may possibly be a graduate, though this is not essential as experience is more important than formal qualifications.

Ideally the position would suit a Financial Analyst or Financial Accountant with leasing experience looking for career development.

In addition to our attractive salary we also offer a benefits package consisting of a company car, PPP private health cover, non-contributory pension, excellent relocation package, mortgage subsidy and preferential loan scheme.

Please telephone for an application form or write with full career details plus current salary to: Teresa Bailey, Personnel Department, Lloyds Bowmaker, Business Technology Finance, Finance House, 80 Stokes Croft, Bristol, BS1 3QW. Telephone (0272) 248080.



## Corporate Financial Manager

### City

Legal & General is one of the outstanding success stories in the British insurance industry with significant international business interests.

We have a small, high quality, central finance team based in the City and are now seeking an experienced professional for an important position in our Group Financial Control department.

Reporting directly to the Group Financial Controller you will take responsibility within the department for all aspects of our external financial reporting and play a key role in our corporate finance activities. The scale and variety of our business makes this a challenging appointment which offers the broadest scope.

c£45,000 + bonus + car

Candidates must be qualified accountants, probably in their early thirties, with experience of Stock Exchange reporting. Your current background may be in a manufacturing environment.

This position offers a highly attractive salary and a performance related bonus, plus a car, and benefits which include profit sharing, non-contributory pension and free medical insurance.

For further details please reply in confidence, with a detailed CV to: P. J. O'Sullivan, Personnel Manager (Group), Legal & General Group plc, Temple Court, 11 Queen Victoria Street, London EC4N 4TR.



Legal & General is an equal opportunities employer

## DERIVATIVE PRODUCTS MANAGER - TRADER SUPPORT

ACA/MBA

Aged 25-35

c£50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place, London WC2H 7BP  
Telephone: 01-437 0464

## YOUNG FINANCE DIRECTOR

West Midlands

c. £35,000 + car + benefits

Following a reorganisation of its manufacturing facilities, this £30m turnover subsidiary of a well-known plc is in excellent shape to capitalise on the strong position it already holds in its niche marketplace. Following this appointment, a highly capable and dynamic management team will be in place to develop the business aggressively, thereby increasing profitability substantially.

One of your main initial aims will be to ensure that, with lines of communication much shorter, reporting systems are improved and the philosophy of tight financial control is understood and practised at all levels. There is plenty of scope here for you to make a significant personal impact and for this to be recognised in the form of a better informed commentary on business operations and quantifiable improvements in key performance criteria. The business will be adopting a very active development policy and your professional input will be crucial at all stages in this programme.

The company culture is demanding, fast-moving and results-orientated. To be a success here, you will need to be a highly intelligent, qualified, young professional with a well-developed "feel" for business, supported by practical experience in industry. The Group has a record of providing exceptional career opportunities for its young executives and of rewarding them impressively for effective performance.

Please apply to our Manchester office, where your contacts are Dudley Harrop or Audrey Shaw. Ref M336.



Amethyst House, Spring Gardens,  
Manchester M2 1EA. Tel: 061-834 0618  
Fax: 061-832 9123

Also at: Birmingham, Leeds, Liverpool,  
Nottingham and Swindon.  
A Division of ASB Russell Kinship Plc

## Management Accountant

Retailing Chain

West of London

c.£24,000 p.a.  
+ car

Our client is a high-profile retailing operation with well over 100 outlets across the U.K. Recognised as the market leader in its own field it sets the trading standards that its competitors strive to emulate.

A major expansion programme involving the upgrading and enlargement of the retail network has necessitated a dramatic and significant enhancement of the accounting function at head office.

A Management Accountant is to be appointed who will take personal responsibility for the implementation and development of a computerised integrated accounting system.

The role will develop into a function of considerable scope and variety centring on the production, analysis and interpretation of all management accounting data. In addition, the person appointed will be expected to communicate effectively with senior managers in ensuring that adequate accounting standards are established, understood and achieved by the relevant operational and retail staff.

Applicants, aged around 25, must be fully qualified accountants with relevant experience gained in a multi-branch retail group. Of paramount importance is an intimate knowledge of networked EPOS systems used in high-volume fast-moving consumer products retailing. Well-developed communication skills are a pre-requisite with the ability to relate well to staff at all levels, often in demanding and pressurized situations.

As the company and its parent group continue to expand, future career opportunities are excellent.

An initial salary c.£24,000 p.a. is envisaged. A company car and a range of fringe benefits completes the package.

In the first instance applicants should send a comprehensive C.V., including details of salary progression, to Brian Hodges acting as advisor to the company at Resource House, 8A High Street, Epsom, Surrey KT19 8AD. Alternatively telephone Epsom (0372) 744311 to request an application form.



SEARCH - SELECTION - APPRAISAL - TRAINING

### FINANCIAL CONTROLLER

HEDSORBOARD, a privately-owned British Company, is the UK's leading board merchant supplying packaging and graphic boards to printers, cartonniers and converters.

A successful Company based on 3 sites with current turnover of £20m, we require a qualified ACCA/CIMA to undertake responsibility for all aspects of the financial management of the Organisation. As a key member of the management team the successful candidate will have a practical but innovative approach to improving the quality and presentation of management information. Effective use of computer technology is an important part of this role. Key objectives include:

- Preparation of Financial and Management Accounts.
- Improvement of Management Reporting Systems.
- Co-ordination of bi-annual budget preparation.
- Management of a small highly motivated team.

Candidates should be aged 28-35 with at least 2 years post qualified experience. Excellent interpersonal skills are essential, combined with drive and initiative.

SALARY: £25-30K + CAR AND BENEFITS

Please write in confidence, enclosing a full CV, to:

Michele Birtles  
Personnel Manager,  
Hedsorboard,  
Tolworth Tower,  
Ewell Road,  
SURBITON  
Surrey KT6 7EL  
Tel: 01 390 3671



### FINANCIAL CONTROLLER

An opportunity to join a fast growing, privately controlled company operating in construction materials. Ennemix Group is a significant, independent producer operating in the Midlands, East Anglia and South Coast regions.

The position entails full involvement and responsibility for assessment and control of Group cash resources within budgetary projections. The person will also be responsible for producing some of the Group's financial accounts to audit standard, and will have a direct responsibility for the finance of the operating subsidiaries of the Group and monitoring that they adhere to these financial targets.

This is a demanding job where a broad scope of financial management and accounting skills is essential, as is a willingness to take a personal involvement and dedication in the Group's achievements and targets. If you are ready to take on the hard work, the position offers excellent rewards.

Send a comprehensive curriculum vitae to C.V. McLeod, Chief Executive, Ennemix Holdings Limited, East Street, Bingham, Nottingham NG13 8DS.



To £50,000  
+ CAR + PARTICIPATION

## European Financial Director

This multi-divisional subsidiary of a diversified US high technology company is seeking a graduate qualified accountant with international experience to organise, develop and manage their financial and administrative functions across Europe.

This person will assume full responsibility for on a Pan-European scale, overall expense controls, financial reporting and analysis, management reporting and budgeting whilst ensuring the provision of accurate information on a timely basis into the field and to Corporate US Headquarters. The position will also require the development of micro-based systems and the extension of worldwide accounting and reporting packages; compliance with SEC and local

statutory requirements, and management of the European treasury and tax situation.

American corporate exposure and experience in applying creative, practical solutions to ongoing and developing issues in a multi-country situation are essential. The position is located in the M4 corridor and will involve some international travel of short stay duration. Please send résumé, including details of present remuneration and giving a daytime telephone number to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing, 9 Greyfriars Road, Reading RG1 1UG. Telephone 0734 597111 quoting reference AEB02.

Coopers & Lybrand  
Deloitte Executive Resourcing

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge on 25 April 1990.

## Financial Controller (with an entrepreneurial spirit)

£30-£35,000 + car  
(South West)

Our client who is a specialist in the development, marketing and support of software tools for IBM mainframe systems, now wishes to appoint a Financial Controller.

This new position reports to the Managing Director with responsibility for establishing the financial function within the company. In this start up situation you will design and implement financial and management accounting systems which will cover its UK and overseas operations and then manage the accounting function. The position carries responsibility for both

management and statutory reporting, as well as treasury and company secretarial duties.

Applicants should be a qualified accountant in their 30s, with a good grounding in commercial accountancy in a computerised environment. A high degree of computer literacy in financial systems and PC modelling is essential. The position will appeal to a confident and ambitious individual who is seeking greater autonomy. Energy and self-motivation will be vital to keep up with the pace in the company's informal and lively working atmosphere.

A first class remuneration package will be negotiable to include a pension, 21. Granada or equivalent and private medical cover. Relocation expenses will be paid where appropriate.

Please apply in writing enclosing a full CV with salary details and quoting reference MCS/8989 to: Sue Lane Executive Selection Division Price Waterhouse Management Consultants Clifton Heights Triangle West Bristol BS8 1EB

Price Waterhouse

## Merrell Dow Pharmaceuticals Limited

A UNIQUE CAREER OPPORTUNITY  
for a high potential

### MANAGEMENT ACCOUNTANT

Merrell Dow Pharmaceuticals Ltd is part of Marion Merrell Dow Inc, a highly successful US based multi-national Healthcare organisation committed to the ethical Research and Development, Manufacturing and Marketing of Pharmaceutical products.

We have a long tradition of success and an ambitious vision for the future. We are amongst the fastest growing Pharmaceutical Companies worldwide and last year our combined global sales were in excess of \$2.3 billion.

An excellent career opportunity for a Management Accountant has arisen at the Company's new headquarters, located in Stockley Park, near Heathrow. The successful candidate will be responsible for the management accounts functions within the Company and will report directly to the Financial Controller. As you will need to familiarise yourself with all aspects of the pharmaceutical business, self-motivation and initiative are essential.

Candidates will ideally be qualified with a positive attitude towards the commercial environment. Your total commitment to quality will be rewarded by opportunities for significant career development within this major multinational.

We offer a very competitive remuneration package consisting of a high base salary plus performance related bonus, a flexible and innovative pension plan, car, subsidised health insurance and other significant benefits. Relocation assistance will be provided where appropriate.

For further information please contact Karen Blackham at Merrell Dow Pharmaceuticals Ltd by telephone on 01 848 5221, or send your CV to her at Lakeside House, Stockley Park, Uxbridge, Middx UB11 1BE.



## Group Financial Accountant

North West

c £25,000

Our client, a substantial publicly quoted company with turnover around £260 million worldwide, designs and manufactures specialised engineering and consumer products. In addition to the U.K., manufacturing facilities are located in the U.S.A., Canada and Europe.

Re-organisation of the Group Head Office accounting structure has created the need for a Group Financial Accountant. Reporting to the Group Financial Controller you will have a small team of professionally qualified staff.

As a key member of the Head Office team you will be responsible for the review and consolidation of financial information including monthly and annual accounts, budgets and cash-flow forecasts of the subsidiary companies.

Our ideal candidate will be a Chartered Accountant with at least three years' experience either within a large

professional firm or within a Group Head Office accounting function, who will be familiar with all aspects of group statutory and management accounting and reporting systems. Experience of taxation and computerization would be a distinct advantage. The person appointed will be accustomed to working in a dynamic and fast moving environment and possess the personal skills necessary to succeed in this challenging position.

Conditions of employment are those associated with a successful group and include assistance with re-location where appropriate.

Please send a comprehensive C.V. quoting reference number 1551 to the Advising Consultant, Nexus Consultants, Gilbert Wakefield Lodge, 65 Bewsey Street, Warrington WA2 7JQ.



NEXUS

The Recruitment Solutions Company

## FINANCIAL DIRECTOR DESIGNATE

Our client, based in Cambridge, is a market leader in the manufacture for sale and hire of laser display equipment and large screen video based products. The Company has achieved significant growth in both sales and profits and following a recent injection of development capital, current sales of £2m are forecast to rise to £6m within three years. The Company now wishes to recruit a FINANCIAL DIRECTOR DESIGNATE to join a young management team to take the Company to the Unlisted Securities Market. He or she needs to be a highly commercial, qualified accountant with strong inter-personal skills. Salary in the region of £30,000 plus benefits with the possibility of bonuses and share options at a later date.

Apply initially to the Company's adviser, Peter Howard-Jones, Jones Golding, Chartered Accountants, 70 Castle Street, Cambridge CB3 0AJ

## DIRECTOR OF FINANCE

West Midlands £50K & excellent package

Our client, one of the top 100 public companies in the UK, is an acquisitive and innovative retail and distribution organisation.

The Company now wishes to appoint an individual of outstanding ability and potential as Director of Finance for a £250m turnover retail subsidiary based in the West Midlands. Reporting to the Managing Director the position will entail responsibility for all aspects of finance and involvement in commercial decision-making.

It is anticipated that the successful applicant will make a significant impact on the future growth of the business.

Applicants will be probably aged over 35, be professional accountants, and must have experience of computerised retail systems. Personal characteristics will include a strong personality, ambition and excellent communication skills.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555

Brian Ingram Associates

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE

## SENIOR FINANCIAL ANALYST PAN-EUROPEAN MARKETING ENVIRONMENT

c.£30,000p.a. Plus car and benefits

Duracell is a European market leader in the premium battery sector, with high-profile brands and a reputation for marketing excellence. An independent and successful business, we are committed to continuing our programme of expansion throughout the 1990's.

We now have an opportunity at a senior level in our European H.Q. and seek a Financial Analyst who will be the focal point for financial information relating to all the marketing subsidiaries throughout Europe.

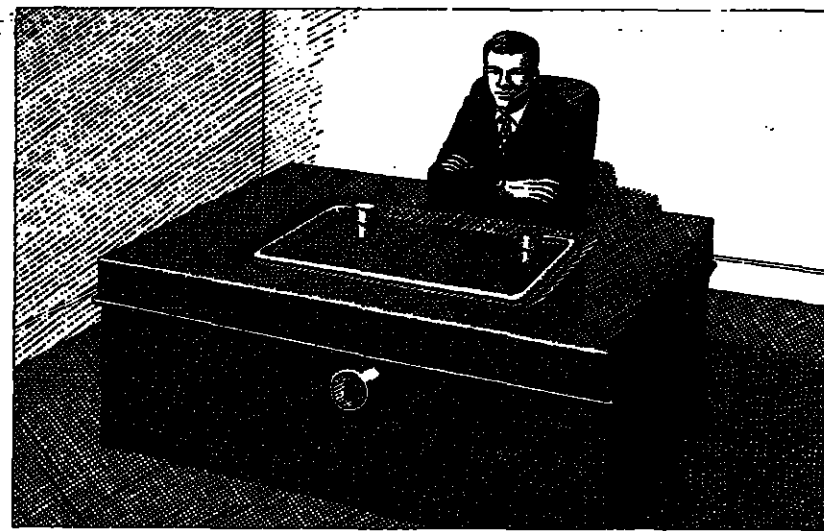
This is a highly visible role, which will involve close liaison with the company's most senior European Managers. Responsibilities will include the coordination, control and analysis of operating unit data, including annual plans and monthly actual information. The accuracy and insight provided by your commentary will directly affect vital business decisions.

Our need is for a qualified Accountant, probably aged 28-35, with proven interpersonal skills and the confidence to influence a dynamic business within the fast-moving consumer goods sector. Previous experience of a pan-European environment and/or fluency in a second language would be an advantage.

The remuneration package will fully reflect the importance of the role, with a salary of around £30,000 p.a. plus fully expensed company car and a comprehensive range of benefits.

Please write, or fax a full c.v. to: Tony Tomblin, Personnel Manager, European H.Q., Duracell Batteries Limited, Mallory House, Hazelwick Avenue, Three Bridges, Crawley, West Sussex RH10 1FQ. Fax No: (0293) 549320.

## DURACELL



## Where does an ambitious treasury manager go from here?

For at least three years now, you've done a first-class job in corporate treasury management.

And although still in your late 20's or early 30's, you have developed excellent professional,

social and interpersonal skills.

But is your present company giving you the opportunities that you deserve? If not, consider treasury management consultancy with KPMG Peat Marwick.

We're currently looking for ambitious men and women, ideally with ACMA, ACA, ACCA or MCT qualifications.

As a consultant with us, you'll enjoy the challenge of a wide variety of assignments, ranging from multinational corporations to private companies to public sector organisations.

You will stretch yourself, advising our clients' most senior management.

You'll work alongside some of this country's highest calibre, most experienced management consultants, often as part of a multidisciplinary team.

And you'll enjoy all the scope for career development we can offer. Write with full c.v. to Karen Church, KPMG Peat Marwick Management Consultants, 1 Puddle Dock, Blackfriars, London EC4V 3PD quoting Ref. FM F90 FT.

You have a future at **KPMG** Peat Marwick Management Consultants

## Practice Director

North Midlands

£35,000 + Car + Benefits

Our client is a leading provincial firm of solicitors operating principally in the Midlands and the North West and increasingly in London and internationally. The practice provides a high quality service of specialist and general commercial legal and financial advice to the business community. Continued expansion of activities has identified the need for a Practice Director.

Reporting to the Managing Partner, the prime emphasis of this key appointment is to provide the Partnership with wide ranging support in the management and development of the practice. The Practice Director will assume full responsibility for finance, accounting and all administration services and staff. The individual will have

significant involvement in the formulation and implementation of future business strategy.

Candidates, aged 35+, are likely to be graduate Chartered Accountants who can demonstrate sound technical and commercial expertise and a team orientated, hands-on management style. A commitment to high standards of performance and a professional approach are essential. The role offers an excellent career opportunity, with a high quality of work combined with an exceptional quality of life.

Interested applicants should contact Mark Hurley BSc(Hons), ACMA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ or telephone 061-228 0396.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide



## CITY TREASURER

**Package circa £66,500  
plus relocation package up to £20,000**

Birmingham has established itself as one of the most progressive cities in the European Community through the foresight and achievements of many organisations including the City Council. We have always been regarded as a progressive authority, due to our pioneering development work and policies which aim to provide a first class service to our one million citizens. To achieve that aim, we have an annual budget of over £1 billion and employ around 51,000 people.

Our capital and revenue financing has been crucial to our success and is certain to remain of paramount importance.

You will be responsible for developing and implementing comprehensive strategies and policies; these include major changes in management structure to give both greater freedom and greater accountability to service managers throughout the City Council.

To succeed you will need to have operated in a strategic and financial planning role at a very senior level within a large multi-disciplinary organisation.

Whilst we attracted a high calibre response when this position was previously advertised, we have improved the package on offer to reflect the importance of the job and to make it even more attractive. You can therefore expect a renewable fixed term contract, negotiable but likely to be around five years, a substantial salary, a free car, a personal allowance and additionally a very generous relocation payment.

**For an informal discussion please telephone Stephen Ward, Director of Management and Personnel on 021 235 2265.**

**For an application form and further details, please telephone Denise Cutting on 021 235 4238, or write to her at Directorate of Management and Personnel, Birmingham City Council, Snow Hill House, Barwick Street, Birmingham, B3 2PF. (Fax 021 233 1866)**

**Closing date: 2nd March 1990.**



**Birmingham City Council**  
The City Council welcomes applications from all sections of the community, irrespective of race, colour, gender, sexuality or disability.  
Job Shapers welcome, no partner necessary

## FINANCIAL DIRECTOR

**S.W. of London £50K & excellent package**

Our client, a large and attractive major UK plc, wishes to appoint a Financial Director for a new division it has created following recent acquisitions. Projected sales for 1990/91 are c£150m.

The appointee, reporting to the Divisional Chief Executive, will be responsible for all accounting and financial matters within the Division and its subsidiaries. He or she will participate as a member of the Divisional Board in the planning of the future growth of the business and will play a key role in improving the operational efficiency and the quality of management information and systems.

The successful applicant is likely to be over 35, be a qualified accountant with a minimum of five years in commerce, and preferably have experience at Director level in a medium sized Distribution/Service company. Applicants should possess determination, ambition and the ability to communicate at the highest levels.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555.

**Brian Ingram Associates**

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE



## Utell International Treasury Manager

**Middlesex**

**to £30,000 + Car**

Utell International, the rapidly expanding hotel reservation and marketing subsidiary of Reed International Plc, has 35 worldwide sales offices operating in over 100 countries. The use of state-of-the-art networked systems to provide the highest level of customer service has led to increased profitability, further establishing their position as innovative market leaders.

The challenging and high profile role of Treasury Manager has been newly created to take pro-active responsibility for the management of the company's worldwide treasury activities. Based in their prestigious New head office, with a department of four experienced staff, you will report directly to the Finance Director, advising on policy matters and courses of action to minimise exposures and maximise interest earnings. The

treasury function will play a vital role within the company's international framework and is run as a profit centre, making a valuable contribution to the business.

You will be aged 28-35, a qualified Accountant/Treasurer, actively seeking an opportunity to demonstrate your commercial prowess and acumen. Ambition, discipline and strong interpersonal skills are essential qualities to integrate into a highly motivated management team intent on realising their full potential.

Interested candidates who feel that they could contribute significantly within a stimulating environment should send a full cv to Tina Shortman, at Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6BW. Telephone: (0753) 856151.



**Michael Page Finance**  
International Recruitment Consultants

## FINANCIAL ACCOUNTANT

**CENTRAL LONDON**

**Salary c.£25,000 + Car**

Thomson Financial Networks Limited is a pioneer in delivering financial information and software to the international investment and corporate communities.

As a young dynamic and fast growing company, we are seeking a Financial Accountant to strengthen our Accounts Department. The Financial Accountant will be responsible for the preparation of monthly and annual accounts for our UK operation as well as consolidating the results of the Far Eastern business. In addition you will be required to produce management reports for the international business.

The successful candidate is likely to be in his/her mid-30's, a graduate qualified accountant with one to two years' post qualification experience. A background in working with spreadsheets and a computerised accounting package is essential. This position will report directly to the Financial Controller and will be required to supervise one member of staff. Benefits include optional contributory pension scheme, low cost private health cover and interest free season ticket loan.

Please write with full C.V. to  
Miss A. Finster, Personnel Manager,  
Thomson Financial Networks Limited  
Centre Point, 103 New Oxford St.,  
London WC1A 1DD.

a division of  
**Thomson  
Financial  
Networks**



## FINANCIAL & INVESTMENT CONTROLLER

**CROYDON**

**£25,000 + CAR + BENEFITS**

Ranks Hovis McDougall PLC, a major Food manufacturing company, has a vacancy in its Group Pensions Department for a senior manager to supervise and develop the accounting and investment functions within the Department. You will also act as Secretary to the Trustees.

You should be innovative with a proven financial background. In addition, you should have a good knowledge of pensions and also have made significant progress towards a relevant pensions or accountancy qualification.

For further information  
contact:  
Accountancy Personnel,  
33 George St.,  
Croydon CR9 1LB  
Tel: 01-886 4688

**CONFIDENTIAL**

## FINANCIAL CONTROLLER (SYNDICATE ACCOUNTANT)

**ESSEX**

**£27,000-£32,000 + CAR + BENEFITS**

Are YOU a Qualified Accountant with personality and drive? Would YOU enjoy a diverse environment, one that would expose you to the latest accounting and business technology? Do YOU want to improve your competitive edge by working in a high profile role with a progressive firm where you would be exposed to all areas of business activity? Can YOU see the benefits of a career move that would put you in a Not Finance position, where you will be able to use your Lloyds experience, managerial expertise and business acumen?

Following a period of sustained growth our client, an innovative Syndicate Group dealing mainly with commercial liabilities, seeks an enterprising Controller to run the Finance function and work closely with the Managing Director.

For further information  
contact:  
Accountancy Personnel,  
2nd Floor Offices,  
Bank Chambers,  
New St.,  
Chelmsford,  
Essex CM1 1BA.  
Tel: 0245 262610



**A challenging role which requires a very special person...**

## COST (PROJECT) ACCOUNTANT

**SPALDING, Lincs.**

**to £17,000**

... A person with initiative and drive capable of taking decisions based on thorough investigations and yet ready to listen to new ideas and take advice. Reporting to the Financial Director you will undertake ad hoc appraisal work as well as contract and site costing analysis for this construction subsidiary of a major plc. Ideally with quantity surveying experience you will be computer literate, collating your information from sites nationwide for input into the management and financial accounts. In return for your enthusiasm and commitment Allison Homes are offering Pension, BUPA and Share Option Schemes. If you are this special person then contact us now on the address opposite.

For further information  
contact:  
Accountancy Personnel,  
13 Cavell Court,  
North St.,  
Peterborough PE1 2PA.  
Tel: 0783 558517



## Accountancy Personnel

*You don't just count you matter.*

**Have**

## New Appointment Financial Controller

**To £35,000 + car  
Birmingham**

Acer Engineering is a new joint venture company formed by Acer Consultants, the international engineering consultancy and Severn Trent Water plc.

The company, based on the Birmingham University Science Park, will carry out major projects internationally initially in the field of water, sewerage, drainage engineering and related fields.

They now need a Financial Controller, a chartered accountant, probably aged early 30's to provide a full accounts and company secretariat

service to the company.

Controlling a small team, the successful candidate will report to the Managing Director, a structural engineer and to the board and should have, or be able quickly to gain, experience in the control of projects and project costing. Initially support will be made available from the Acer Consultancy head office in London.

It is expected that the Financial Controller will also play a major part in the running of the company. An appreciation of business and a commercial outlook are, therefore,

regarded as being highly important.

The comprehensive package includes BUPA, PHI, and an attractive relocation allowance where appropriate.

Candidates should write including full career and salary details quoting reference number MCS/8877 to Jim Mitchell:

Executive Selection Division  
Price Waterhouse  
Management Consultants  
Livery House  
169 Edmund Street  
Birmingham B3 2JB

**Price Waterhouse**



## An Influential Role in Financial Management

### Project Accountant

**to £30,000 + Car + Benefits**

Rapid expansion and exciting plans for future growth have created an outstanding opportunity with this major City financial services organisation.

A self motivated qualified accountant, you will need a robust, confident yet diplomatic approach, in this autonomous role. Liaising with senior management, this highly visible position is essential in supporting the business decision making processes of the organisation.

On-going responsibilities will include:

- ◆ Formulation and review of the business strategy of the organisation on an annual and five year basis.
- ◆ Preparation and presentation of monthly and quarterly management reports to the Board.
- ◆ Special projects including investment appraisal and financial modelling, requiring good working knowledge of spreadsheet packages.

This position offers outstanding potential for future advancement in a dynamic atmosphere and is particularly suited to a young, fast track accountant currently in a commercial environment or looking for a first move from public practice. Previous experience in the financial services sector is not required.

Please contact Darryl Bentley ACA on 01-925 0848 or write, enclosing a comprehensive CV, to Talisman Accountancy, Dorland House, 14-16 Regent Street, London SW1Y 4PH. Closing date for applications: 16th February 1990.



**TALISMAN**

**Accountancy**

A DIVISION OF THE TALISMAN GROUP OF COMPANIES LTD

## FINANCE DIRECTOR

**City solicitors  
c.£65,000**

THIS PRESTIGIOUS city firm, with a total staff complement of 200, has a wide range of corporate and private clients. Committed to profitable expansion, the firm has established a professional management team to co-ordinate and develop the firm's resources.

Reporting to the Managing Partner, you will have overall control of all financial matters and assist in implementing the partnership's strategy and business plans. Managing a department of 10 staff, you will be responsible for the preparation of detailed financial and management information,

including budgets and forecasts, maintaining performance and making recommendations for improvement.

A Chartered Accountant, you have the ability and personal credibility to liaise effectively with partners and other professional managers, particularly in developing and improving computerised accounting systems. Experience in a professional partnership would be an advantage, but is not essential.

To apply, please send cv, indicating current salary, to Fiona McMillan, Ref: 3898/FM/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

**PA Consulting  
Group**

*Creating Business Advantage*

Executive Recruitment - Human Resource Consultancy - Advertising and Communications



**GROUP FINANCIAL PLANNING MANAGER**

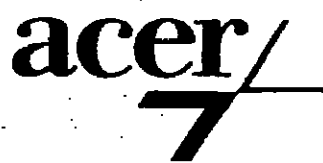
Strategic planning and the provision of financial data to support decision taking at the highest level is the essence of this position, which offers opportunities for career growth in an expanding environment.

Acer is a leading group of consulting engineers, formed by the combination of Freeman Fox & Partners and John Taylor & Sons. Its projects are of increasing size and complexity, both in the UK and abroad, and demand corresponding sophistication in forecasting and control. This new position, reporting at director level, has been created to assist the Board in controlling and attaining the ambitious growth targets of the organisation.

We are looking for a professionally qualified individual, not necessarily a chartered accountant, with a blend of high-level experience in financial planning and project management. Knowledge of computer modelling techniques would be particularly useful.

In addition to a salary negotiable around £35,000, there will be good benefits, including pension and car. This opportunity is based in our new offices in Guildford and relocation assistance will be offered as appropriate.

Please send your CV to Tony Miller quoting reference R415 at our recruitment consultants, Miller Brand and Company, 36 Spital Square, London E1 6DY. Telephone: 01-377 5661.



c£35,000  
+ Car

**LLOYD MANAGEMENT****Publishing****BUSINESS ANALYST**

Essex/Herts borders

to £35,000 + car  
+ bonus

Our client, Longman, is one of the world's leading publishing groups and forms a significant part of the information and entertainment interests of the highly regarded Pearson plc. Expanding throughout its UK and international markets, the group is predicting an exciting future.

In a newly created position reporting to the Director of Financial Services, the Business Analyst will review new business opportunities including acquisitions, joint ventures and projects. Additionally providing a financial analysis service to senior management of several publishing divisions, he or she will appraise business performance and contribute to its enhancement. Based in Harlow, the Analyst's high profile within the group should lead to considerable promotion opportunities.

Aged 28-32, applicants should be commercially aware graduate accountants with proven analytical experience and excellent communication skills.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/895/F.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 5499

**Group Finance Manager**

Major British Plc  
North of England

Package to £35,000 + Car

Our client, a household name and one of the UK's major retail groups, is seeking a high calibre financial executive to join its Group Finance function.

Reporting to the Divisional Director, you will lead a small highly qualified team whose role is to control and consolidate the Group's statutory, financial and management reporting. You will also be responsible for Group accounting policies and procedures, analytical support and strategy formulation. In addition you will be involved in systems enhancement, business evaluation, plus performance monitoring and acquisition analysis.

You must be a qualified accountant, ideally a graduate or MBA, probably aged 28 to 35. You should have at least two years' corporate experience in the group finance function of a major plc involved in financial accounting and consolidations. Experience of financial planning would be a further advantage. You must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills. An ability to manage change in a fast-moving environment is essential.

This is a high profile appointment and has genuine long term career development potential. The appointment carries an excellent remuneration and relocation package and is situated in a congenial location in the North of England.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 709, to Adamson & Partners Ltd., 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 430802.

**ADAMSON & PARTNERS LTD.**

Executive Search and Selection

LONDON

c. £30,000  
+ PARTICIPATION

**Financial and Budgetary Control**

We are acting for a major distribution, contracting and retail business which is undergoing rapid change in its financial reporting and systems. With a multi-million pound turnover there is a need for additional resource in the financial management team.

Your work will involve close liaison with divisional management in planning, budgetary control and the development of supporting systems. Experience of financial accounting would also be appropriate, and you will be expected to take a close interest in commercial affairs.

Your background could be in manufacturing or a service business, but in either case importance will be attached to your technical and staff management skills. An accounting qualification is essential.

Résumés please including a daytime telephone number and quoting reference AS860 to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB.

Coopers & Lybrand  
Deloitte Executive Resourcing

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge on 29 April 1990.

**Banking Systems Account Management/Marketing**

Travel the world! U.S. based banking software company is opening a satellite office in the greater London area. We are looking for highly motivated people with treasury experience.

Responsibilities will include support for European and Middle Eastern accounts as well as expanding the existing client base. Required: Education or background in IBM PC systems and treasury concepts. Excellent English skills and problem-solving ability are essential. Send CV to:

Boston Treasury Systems  
2130 Massachusetts Avenue  
Cambridge, MA. 02140. USA  
Attn: George Voynick  
Fax: 617-868-4637

A company representative will be in London to conduct interviews.

**Financial Controller**

BSI Standards is the core business of the British Standards Institution, providing roughly half of a turnover in excess of £40 million.

The Financial Controller is a key role in implementing change mechanisms to make BSI Standards more dynamic, competitive and financially stable to meet the challenges of 1992.

Let's be clear. The job to be done is not accounting—although the successful candidate will probably be a professionally qualified management accountant and may well have taken an MBA. He or she will be hands-on, skilled in developing, interpreting and explaining financial/marketing information using spreadsheets.

First-class communication skills are a prerequisite—the controller reports to the Executive Chairman of BSI Standards and will attend Board meetings as well as interacting with 500 staff in three locations.

Specific responsibilities will be the development and control of forecasts, budgets, long-term plans and other critical management information. The controller will take charge of a small Business Information team, and will have strong functional links with corporate finance and accounts.

The position will interest those currently earning around £25K in a commercial/industrial business, and will be based in Milton Keynes or Mayfair. Relocation assistance will be given in approved cases.

Please write, enclosing a full curriculum vitae, including details of current salary to: Mr. S. J. T. Hill, Head of Personnel and General Services, BSI, 2 Park Street, London W1A 2BS.

Closing date for applications is: 15 February 1990.

**BSI**  
Working for Quality

**Finance Director Engineering**

Greater Manchester c. £33,000 + Bonus Scheme  
+ F/E Executive Car

Our client, an expanding engineering company with a turnover in excess of £25m and an excellent profit record, supplies to niche markets worldwide and forms part of a successful diversified international group.

Reporting to the Managing Director, the position will take responsibility for the direction of the financial function. In particular, this will include an input into the policy and strategic planning processes of the Company, the controls of budgets, periodic accounts and management reports, together with responsibility for the efficiency and development of operational systems, which are all computer based. Close liaison with all operational functions within the Company is also necessary.

Applicants for the position should be qualified accountants, aged 30-40, with a minimum of five years' experience up to senior level within an industrial/commercial environment, ideally with the emphasis upon engineering. Additionally applicants must be able to demonstrate decision making and analytical skills, have proven management ability and be able to cope with the high demands of rapid growth. An excellent package will be offered to the right applicant.

Interested applicants should send a comprehensive curriculum vitae, with salary details, and quoting reference 9617 to:

Jeff Cottrell  
Pannell Kerr Forster Associates  
New Garden House  
78 Hatton Garden  
London EC1N 8JA

Pannell Kerr  
Forster  
Associates  
MANAGEMENT CONSULTANTS

**CORPORATE & ACQUISITIONS ACCOUNTANT**

Cheshire/Manchester/  
Merseyside Borders Age 25/32 £25/28,000  
package + car

Our client is an internationally-owned holding company, based in Cheshire that controls a growing number of trading and processing companies, involved in a wide range of activities. Restructured 2 years ago, its ambitious plans for growth are gathering momentum and with further acquisitions expected, a highly talented young professional is needed to assist the Group Financial Director in this fast-moving and changing environment.

You will take an active role in the targeting, investigation and final negotiation of acquisitions, subsequently incorporating the newly-acquired subsidiary into the Group structure. Management appraisal, business plans, profit forecasts and systems review will be some of the many features of your brief. These evaluation processes will be a test of your technical and commercial skills, while face-to-face discussions with directors will demand a high level of confidence, maturity and professional credibility.

The role will suit a young, qualified accountant, either from the profession or in industry, who can already demonstrate a high degree of commerciality. An energetic, quick-thinking style will fit in well with the company culture.

Promotional prospects are excellent, both at Group and subsidiary level.

Please apply to our Manchester office, where your contacts are Audrey Shaw or Lawrence Barnett. Ref: M334.

**ASB**

Amethyst House, Spring Gardens,  
Manchester M2 1EA. Tel: 061-834 0618  
Fax: 061-832 9123

Also at: Birmingham, Leeds, Liverpool,  
Nottingham and Swindon

ASB RECRUITMENT LTD. A Division of ASB Barnett Bowling & Co.

**FINANCIAL CONTROLLER: START-UP COMPANY**

THE COMPANY, a wholly-owned subsidiary of a major financial services group, is being established to provide private medical insurance products to be sold through the sales outlets of other members of the Group. Substantial and rapid growth is planned over the next few years.

THE JOB, Reporting directly to the Managing Director, the job carries responsibility for structuring financial policies, procedures and systems for the proper management control of the company's operations to meet commercial objectives as well as statutory requirements. The remuneration package will include a quality car and other benefits associated with a financial services company. Relocation expenses will be payable where necessary.

Candidates will be qualified accountants, aged under 40, with at least 2 years experience of both management and financial accounting and the ability to manage change.

Please reply in writing quoting current remuneration and giving a daytime telephone number. Replies to Martin Petersen.

Write to Box A1450,  
Financial Times,  
One Southwark Bridge London SE1 9HL.

Bucks/Oxon  
border  
£30,000 + car

**GROUP FINANCIAL CONTROLLER**

This manufacturing and marketing group of companies supplies the UK and worldwide markets. The Group has a turnover of £3 million and is growing both organically and through acquisitions.

The young management team requires strengthening with the addition of an experienced and positive Group Financial Controller, who can demonstrate the qualities needed to be an active team player and develop this key role.

The position reports directly to the Managing Director and carries the full responsibility for all financial control and reporting throughout the Group. There are excellent career prospects for the successful applicant.

The Group is looking for a qualified accountant with proven commercial experience. He or she must demonstrate excellent communication and management skills.

Please write with your c.v. to

Mr M Pearson,  
Chairman,  
Stylisack Auto Limited,  
The Trading Estate,  
Great Haseley,  
Oxon OX9 7PQ.



## Commercial Manager

West Thurrock, Essex

c£30K + Bonus + Car

We are acting on behalf of a dynamic and rapidly expanding distribution division of a major blue chip company. The division has a worldwide turnover of c£400 million and a high profile due to its strategic importance to the future development of the organisation.

As a result of the demands being placed on their increasingly sophisticated business, our client is seeking to appoint a Commercial Manager for one of their recently relocated autonomous operating units (c£15 million turnover), which itself reports to one of the main UK companies with a total turnover of c£125 million.

Reporting to and working closely with the General Manager of the operation, with a functional link to the Company Director, the Commercial Manager will act as an interface between the operating unit and its customers, ensuring that budgets and service contracts are both negotiated and serviced effectively, with a high degree of financial control. The successful candidate will

also be responsible for producing and controlling all management information including three year business plans and monthly reviews in accordance with the group's high standards of reporting.

Prospective candidates must be qualified accountants, probably aged 28-35, with a strong track record incorporating significant commercial exposure. Ideally from a project/contract costing background, candidates must have good systems knowledge, strong communication skills, and above all, the ability to manage vital commercial relationships in a credible and mature manner. The prospects within the organisation for future finance or operational career development are excellent.

For further information, please write enclosing full Curriculum Vitae to David Head, Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Director of Finance

South Essex

c£37K + Bonus + Car

Our client is an established FMCG company with a turnover approaching £25 million. Its prominence in an expanding marketplace was reflected by its strategic acquisition by a major Japanese group. With the financial backing to develop its UK and overseas operations to optimum effect, the company is poised for significant growth and development.

Following a period of re-organisation, the management team is seeking to consolidate its strengths by appointing a Director who will take a proactive financial role in the development of the company.

Managing a small team, the Director will be responsible for all finance functions

with a view to exercising effective financial control over the operations of the business. In addition, he or she will provide significant input in areas of planning, product development, management information systems, economic forecasts and reviews.

A qualified accountant, preferably ACMA, the successful candidate will be a strong finance manager with a proven track record in industry. Developed man-management skills coupled with a persuasive and sensitive approach to management issues are essential.

For further information, please contact Mr. David Head at Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Key Member of Management Team GROUP FINANCE MANAGER

Age 27-32

Central London

c. \$32,000 plus car

As part of our client's continued impressive growth and development, as a market leader in its sector of consumer related products, it is in the process of a major reorganisation.

These positive developments have generated a new opportunity, which will be integral to this high-profile organisation's progress over the next 12-18 months.

Reporting to the Group Finance Director, managing a team of 30 staff, this role will be responsible for:

- Developing Group financial and management reporting
- Consolidation and analysis of periodic financial and management accounts
- Preparation of statutory accounts
- Assisting in the development of computer based systems

- Liaising with Controllers and Finance Directors throughout the Group
- Ad hoc investigations (stemming from the challenges and developments of reorganisation).

You will be a qualified accountant, probably ACA, with a minimum of two years' commercial experience. A strong confident personality and previous staff motivation/management experience are considered essential.

Excellent opportunities for progression within the group exist in the medium term.

If you wish to discuss this opportunity further, please contact Shirley Knight, BA, MBA, ACMA on 01-491 3431 or write to FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and note of current salary.



Search and Selection Specialists

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to £45,000  
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## Finance Director

For a well established publishing company which is much respected in both the UK and internationally for the quality of its programme and its strong customer base. The headquarters are in London and there are subsidiaries operating in the USA, France and Australia. In addition to the financial and accounting management of the UK organisation, you will have functional responsibility for the accounting of the overseas companies. An early priority will be to oversee a major upgrading of the group's computing resources. Also of importance will be the ability actively to participate in the planning and execution of the company's expansion.

If you are not already operating at or near board level in commerce, you could be seeking a move from a major consultancy practice. In either case an accounting qualification is essential, together with extensive experience of computer-based financial and management information systems.

Résumés please including a daytime telephone number and quoting E655 to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB.



Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The name forms one of the legal entities in the group.

## WORLD LEADER - ENGINEERING

North West England

A major re-organisation within the corporate headquarters of one of the world's leading engineering groups has created two key and influential roles. With a £400M turnover and highly profitable, the Group employs in excess of 10,000 people across a number of sites. Activities involve the design and manufacture of major complex projects, many involving the use of state of the art technology. An extremely healthy order book may be attributable to the ambitious, on-going investment programme.

### Group Chief Accountant

to £40,000, car, benefits

To play a total role in controlling the Group's financial accounting, treasury and taxation activities and meeting statutory accounting requirements. Furthermore to ensure that systems procedures are developed to meet the ever increasing demands of the business. Reporting to the Group Finance Director the Group Chief Accountant will be expected to influence profitability through the efficient use of financial resources. The brief is wide, involved and highly demanding, but will allow considerable opportunity for individual expression and personal development. Candidates aged 30+ will almost certainly be ACA's with broad experience which should include preparation of statutory accounts at Group level plus experience of fund management. A detailed knowledge of computerised accounting is essential. Quote reference: (F.T. 357A).

### Group Systems Accountant

c£35,000, car, benefits

Part of the re-organisation programme is an ambitious review of all accounting controls together with appropriate systems development. This new position, reporting to the Group Finance Director, will have significant impact on the relevant applications requiring detailed and constant involvement with both group and divisional financial management. An in-depth appreciation of both financial and management accounting requirements is essential with a number of years appropriate experience in a large manufacturing based group highly desirable. Candidates aged around 28+ will almost certainly be qualified accountants and have had practical experience in the implementation of both mainframe computer systems and package applications. Quote reference: (F.T. 358A).

Based in North West England, the positions offer the opportunity to make a significant impact on the business. A generous benefits package is offered.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Telephone: 061-559 0089 quoting appropriate reference.

**Howgate Sable**

EXECUTIVE SEARCH AND SELECTION

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Advertising  
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please call:

01-873 3000

Elizabeth Arthur  
ext 3694  
Nicholas Baker  
ext 3351

### APPOINTMENTS WANTED

### Financial Assignments

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Write to  
RESTEX S.A.  
P.O. Box 693,  
1201 Geneva 1.  
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(022) 671476

## Financial Director

M4 Corridor

c. £40,000 + Car + Substantial Bonus and Share Options

This is an opportunity to play a major strategic role in the management of a £140m turnover company (plc), part of a large and well known European Group.

Reporting to the Group Managing Director, you will be expected to fulfil the normal duties of a company Finance Director - mergers and acquisitions, tax, legal, secretarial and insurance, and also to provide financial help and guidance to three devolved operating divisions. A very active participation in the key business and strategic decisions of the Company is required.

An FCA, in the age range 30-45,

you should have direct experience of a strategic role at the top level of a business and at least five years' financial management experience preferably in an international group. Consulting experience within one of the leading financial consultancies would be an advantage.

This is a career development appointment which will open up opportunities in General Management in Europe.

Please write with full details to: Mike Carr, MSL International, Ref: 16171, Clinton House, 2/4 Clinton Terrace, Derby Road, Nottingham NG7 1LY.

**MSL International**

## Group Financial Controller

c.£35,000 + Car

Surrey

Our client, an autonomous subsidiary of a major insurance group, provides a unique portfolio of specialist insurance, consultancy and assistance services, currently used by over three million people.

As a result of sustained growth, the new post of Group Financial Controller has been created to manage a department of 12 people engaged in management and statutory reporting, internal controls, treasury, credit control, payroll and product costing.

Candidates must be qualified accountants, probably aged 30-40, with some experience gained in a service industry. Proven management ability is of more importance than technical insurance

knowledge. The person appointed will possess the leadership and personal qualities to guide and motivate his or her team through a period of rapid change with its related challenges and pressures.

The Company is the leader in its field and can offer an excellent working environment, stimulating colleagues and significant career prospects. An attractive salary will be negotiated, together with usual large company benefits, including a share option scheme.

Please apply to Sir Timothy Hoare, Career Plan Ltd., 33 John's Mews, London WC1N 2NS. Tel: 01-242 5775. (01-607 7359 between 7.30 and 9.30 pm). Fax: 01-831 7623.



Personnel Consultants

## Deputy To The Controller Achieve Results Through Communicating

This profitable and respected International Group, based in central London, is a market leader in crude oil and LNG transportation. This opportunity, enjoying immediate responsibility in a fast moving and challenging environment, will see you join a highly automated accounting department.

As Deputy to the Controller your responsibilities will include managing a young team involved in monitoring and producing financial results for senior management, assessing variances, special project work and overseeing the implementation and development of a new accounting system. You will deputise, when appropriate, for the Controller.

In your late 20's, early 30's you will have an ACA/ACMA/ACCA with a good degree. You may have 2-3 years' commercial post-qualification experience within a blue chip organisation. As a self-starter you are adaptable and capable of motivating a team. Your effective communication will enable you to draw information from all levels.

The salary is generous and includes an attractive range of Group benefits plus executive car. Please write with full career and salary details in complete confidence to Ref. 6124; Cripps, Sears and Partners - Selection Division, 71 Kingsway, London WC2B 6ST. Telephone 01-404 5701. Fax 01-242 0515.

### FINANCIAL CONTROLLER

£28K + Attractive Benefits Package including Car

Qualified Accountant required to complement Management team. Working to deadlines, you will be responsible for all the Accounting of the operating aspects of cruise line based in London.

Commitment, high technical competency, ability to manage and motivate staff towards the development of a quality financial department are all essential personal characteristics.

Career opportunities within the group are excellent.

Please reply in confidence, enclosing a full C.V. to Box A1452, Financial Times, One Southwark Bridge, London SE1 9HL



## Eurobond Sales

### Salary - Negotiable

A dynamic and well-regarded trading house with a developing presence in the Euromarkets is looking to expand its London-based operation.

They therefore wish to recruit experienced Eurobond sales professionals. Candidates will have a number of years' experience gained in an established Eurobond sales team, with a well developed client base within Europe. Proven sales ability is a prerequisite and fluency in one or more foreign languages would be a major advantage.

Compensation will not be a limiting factor for the right candidate. Interested applicants should contact Arabella Goodford or Kate Griffiths on 01-831 2000 or write to them at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

## INVESTMENT ANALYST

### Short-term appointment

FT Prices, the department of the Financial Times responsible for daily financial statistics, requires an experienced investment analyst to work on a confidential development project.

The successful applicant will need to demonstrate thorough familiarity with Continental European equity markets and companies, as well as with relevant financial information sources. First-hand acquaintance with the principal European financial centres would be a distinct advantage, as would some knowledge of PC support systems.

This full-time appointment will be made on a short-term contract basis and will last not longer than six months. Working hours can be flexible, but applicants must be able to start immediately.

The FT offers a stimulating newspaper environment in which to work, as well as competitive pay and conditions.

Please apply in writing, attaching a detailed CV and two relevant references, to:

The Prices and Statistics Manager,  
FT Prices,  
Financial Times,  
One Southwark Bridge,  
London SE1 9HL

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

## FINANCIAL BLUE CHIP

c.£60,000

## Business Development - Europe

Consumer financial products sales in Europe are growing much faster than GDP. Our client has a stake in this market which it intends to grow by acquisition, joint ventures and marketing alliances. The job of Business Development Manager will handle these opportunities creatively and effectively from an office base in London.

If you are 38-45 with an MBA or suitable professional qualification, have a knowledge of insurance or savings products and experience in strategy consulting or M&A/Joint Venture planning and negotiation, we would like to hear from you. As a person you should be entrepreneurial, have worked and lived on the Continent of Europe and be fluent in English.

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge by 30 April 1990.

Our client offers the job satisfaction that goes with creating business opportunities in the environment of a friendly professional team working only at high level. The employment terms and prospects match this challenging requirement.

Write in confidence with CV and indication of present earnings to Liz Utridge, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JF, quoting ref HS662.

Coopers & Lybrand Deloitte  
Executive Resourcing

## GROUP FINANCIAL CONTROLLER

Base Emoluments UAE Dh 300,000 tax free  
Furnished accommodation + Car + Benefits

A leading UAE incorporated commercial bank headquartered in Dubai with extensive operations in the UAE and overseas has created a new role and seeks to appoint a Group Financial Controller at senior Management level to head Treasury and Correspondent Banking and Finance.

The successful candidate heading this function will have a dual role; on the one hand he will have a line type authority over Treasury operations whilst on the other he will be functionally accountable for every aspect of the Bank's accounting, budgeting and financial reporting.

Reporting to the Group Managing Director, the successful candidate aged between 40-50 years will be a computer-literate seasoned banker with international financial exposure in the financial services industry, particularly well versed in asset/liability management, interest and exchange rate operations, the liquidity and funding requirements of financial institutions and management information systems. The candidate must possess entrepreneurial financial engineering skills, with proven man-management and hands-on management style. The job requires the successful candidate to provide guidance and upgrade and integrate Treasury operations within the Bank's total activities. It is also to promote sound financial management by ensuring the establishment, proper implementation and periodic upgrading of financial policies, procedures, standards and controls throughout the Bank.

Interested candidates who meet these criteria should forward a comprehensive CV including current salary details to reach The Advertiser, Box A1446, Financial Times, One Southwark Bridge, London SE1 9HL by 15th February 1990.

## Jonathan Wren Executive Credit

MARKETING  
£26,000 to £65,000

ANALYSTS  
£20,000 to £30,000

1990 has seen a burst of activity within the credit departments of many international and investment banks both in the City and in the Midlands. Jonathan Wren Executive is currently handling a wide range of new positions for credit professionals who are ready for that vital next career move. We are especially interested in candidates who can demonstrate particular credit experience and skills in the following:

UK corporates...small/medium  
Property finance  
European languages

Commodities  
Capital markets  
Treasury products

Credit training  
Risk analysis  
Spreadsheets

An interview with one of our team of highly experienced consultants offers an opportunity to assess your current career position, and then access to our active client base of over 200 banking employers.

Call Norma Given, Richard Meredith or Ron Bradley on 01-623 1266, or send a c.v. to them at the address below.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

**Jonathan Wren**

Recruitment Consultants  
No 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 01-623 1266 Fax: 01-626 5258

## INVESTMENT MANAGER JAPANESE EQUITIES

The Opportunity to Develop your Career with a Top Quality Institution.

This is an opportunity to join part of a major North American Insurance Group and to have responsibility for their Japanese equity and warrant investments.

Based in their City office and working as a member of a small team, your role will be one of active management of unit trust and life funds. Initially, you will be managing in the region of £100 million and will have investment decision-making responsibility in your market area. Reporting to the Director of International Equities, you will also be required to present commentary on the Japanese market's performance and outlook.

You should have had at least two years' experience of managing Japanese equity

funds. You should also possess well developed stock selection skills and be performance-orientated. Finally, it is essential that you have strong interpersonal skills to present your views and be prepared to participate in the unit trust marketing process, on occasion.

The position offers an attractive remuneration package including a company car, mortgage subsidy and performance-related bonus. To apply, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears and Associates**

A MEMBER OF THE SMCI GROUP

## SPERRY-SUN DRILLING SERVICES

### DIRECTIONAL DRILLING SUPERVISORS

Due to the continual expansion of its Directional Drilling Operations, Sperry-Sun Drilling Services has a requirement for experienced Directional Drilling Supervisors.

Ideally, candidates should have a minimum of 5 years experience in directional drilling, of which, 3 years should have been in the North Sea. Experience in steerable systems and horizontal drilling would be an advantage.

All directional drilling personnel which Sperry-Sun employ will become familiar with and run our efficient directional drilling software package presently.

In addition to qualified Directional Drilling Supervisors, Sperry-Sun are interested in training a limited amount of Supervisors, preferably with drilling/teaching experience, an engineering background would be beneficial.

A competitive compensation package is offered.

Applications in writing only to:

TRACY L. BROWN,  
SPERRY-SUN DRILLING SERVICES,  
ROWE MOSS DRIVE,  
KIRKILL INDUSTRIAL ESTATE,  
DYCE,  
ABERDEEN, AB20 0GL

## RESEARCH ANALYST

Oil Company based in London requires Research Analyst for general studies on European products market.

Enthusiasm and background knowledge of petroleum is essential.

Please send your application and CV to  
Box A1448, Financial Times,  
One Southwark Bridge, London SE1 9HL

## Assistant Compliance Officer

To £32K + Excellent Bens.

Our client, a prestigious and highly successful securities house, currently seeks a high calibre individual to join its Compliance Department. With reference to the regulations, primarily of TSA, but also Bank of England and IMRO, the successful candidate will be responsible for conduct of business surveillance, training and one-off projects.

Ideally, candidates will have compliance experience and, possibly, a legal or accountancy qualification. Knowledge of the financial services industry is essential, as are good interpersonal skills and a mature approach. Interested? Call Karin Clarke on 01-831 2000, or write to her at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

## Credit Analysis

We are currently experiencing increased demand from a wide range of leading institutions who seek experienced credit analysts. Areas of particular interest include property, commercial mortgages, LBO's and asset based finance.

If you have a minimum of 2 years' corporate credit experience with exposure to both balance sheet and cash flow analysis across a broad spread of products and would be interested in hearing about current market opportunities please contact Mark Hartshorne, Charles Ritchie or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.



**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney



## SALES AND MARKETING EXECUTIVE GLOBAL CUSTODY

Our client is a premier International Bank and leading Global Custodian where dedication to customer service and the development of products to meet the increasingly sophisticated needs of international investors provide the competitive edge.

Their success to date, within the Global Custody market-place, has been built upon the strength of their information technology, together with the skills and expertise of their people. Future success is dependent upon continued product development, combined with their ability to effectively present their range of services to prospective clients. Consequently they are now looking to recruit a Sales and Marketing Executive.

The successful candidate will join a progressive, accomplished orientated team with responsibility for proactively identifying new business opportunities and developing and implementing sales programs.

This high profile role will have direct revenue responsibility and is seen as critical to the future growth of the business.

Whilst candidates will ideally have at least a fundamental understanding of the securities market, this is secondary to a proven track record of selling products within the financial sector. Additionally, they should possess the maturity and personal presence to gain immediate credibility with clients at the highest level, together with outstanding interpersonal and influencing skills. Above all they should have the tenacity to achieve in a highly competitive environment and be motivated by the tangible success of closing deals.

This is an opportunity to join a dynamic, market leader offering outstanding career prospects together with a competitive compensation package.

For further information contact Gill Pemberton or write in confidence to:

### WELL COURT ASSOCIATES

11 Well Court, London EC4M 9DN  
Tel - 01 236 0723 Fax - 01 489 8305  
FINANCIAL RECRUITMENT CONSULTANTS



## Analyst—UK Capital Goods

Morgan Grenfell Asset Management Limited is one of London's most successful investment management companies with assets under management in excess of £16 billion. We are now seeking an additional experienced investment analyst to join our UK Equity Research team.

The successful candidate will be responsible for analysing the capital goods sector of the UK Equity Market for our fund management teams. Success will be judged on the quality of stock selection ideas and overall contribution to portfolio performance.

This demanding and potentially exciting opportunity will appeal to a self-reliant analyst who would enjoy working in a small, stable team within a large and dynamic firm. Candidates should have about five years' experience of investment analysis of which at least two years should have been in the capital goods sector.

In addition to an attractive salary and bonus scheme, we offer a substantial benefits package reflecting the importance we attach to this post which includes a company car, mortgage subsidy, non-contributory pension and BUPA. Career prospects are excellent.

Please write, in confidence, with a full CV to:

Stephen Brooks  
Personnel Manager  
Morgan Grenfell  
Asset Management Limited  
20 Finsbury Circus  
London EC2M 1NB



MORGAN GRENFELL  
ASSET MANAGEMENT

## REAL ESTATE BANKER

The Opportunity to Develop and Run Your Own Team

This is a chance to expand and manage a real estate team within the structured finance area of a leading commercial bank. Your job will involve building upon a small existing loan portfolio to help the bank to become one of the major deal-leaders in the area of property finance. You will be marketing the bank's full range of debt products and, with assistance, will be generating business from a client-base consisting of some of the largest property companies.

You are likely to be from a banking background and have spent at least 3 years specialising in real estate banking. Probably in your late 20s/early 30s, you should be

highly motivated and a potential team-leader. You should also possess strong interpersonal skills for presenting your business development ideas within the bank and for marketing/client liaison.

This position offers a competitive remuneration package including a performance related bonus, company car, mortgage subsidy and other benefits. If you would like to be considered, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears  
and Associates**

A MEMBER OF THE SWGL GROUP

## FINANCIAL TIMES LIBRARY STATISTICAL RESEARCHERS

The Financial Times Library provides data of an economic and statistical nature, using a variety of sources, for the journalistic team including Economic Features Writers and also produces regular Economic Tables all to daily deadlines.

We would like to hear from you:

If you have an Economics Degree, a minimum of 3 years experience in an information environment, specialising in economic data, and are conversant with both published and online sources using PCs. It is unlikely that any one under 27 years would have the relevant experience for this Senior Statistical Researchers post. £15,000pa or

If you have an Economics Degree wish to pursue a career in the information field as a Statistical Researcher. £12,500pa It is essential for both positions that candidates have good general knowledge and the ability to work under pressure whilst maintaining accuracy.

Our working hours are 33% per week between 9.30am - 7pm. Benefits include 5 weeks annual leave, sports facilities, season ticket loan scheme, subsidised restaurant, free medical health insurance and an employee share scheme (both subject to service qualification).

Please apply in writing enclosing an up to date CV to:

Mary Batten, Library Manager,  
The Financial Times Ltd,

Number One Southwark Bridge, London SE1 9HL.

Closing Date: 16th February 1990, previous applicants need not apply.

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

## ASSOCIATE DIRECTOR/SENIOR MANAGER CORPORATE FINANCE

City

Our client, one of the leading Japanese Securities Houses, seeks to appoint a dynamic and innovative Associate Director/Senior Manager to strengthen its European Corporate Finance team.

Reporting to the Head of the Central European Desk, your primary responsibility will be to market a full range of corporate finance services, predominantly to German Corporates.

Fluent German is a prerequisite as is the ability to use your extensive contacts in the German corporate sector to initiate quality transactions. A proven track record in deal-making in respect of German clients, excellent communication and negotiation skills

£40K - £50K + Benefits

together with commercial flair and dynamism are essential to succeed in this competitive and challenging environment.

An accounting, legal or MBA qualification is preferable, but more emphasis will be placed on candidates with directly relevant experience, probably gained in a leading financial institution.

The key nature of this appointment will be reflected in the final package on offer to the right candidate.

Interested applicants should telephone Jonathan Cohen on 01-437 0464, or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 01-437 0464

## Corporate Banking

to £32,000 + car

Our client, a major international banking group, has built its reputation in the UK corporate market on commitment to relationships and being able to provide tailor-made solutions to specific financing requirements. Due to sustained business growth there is a need to recruit an additional Account Manager to the Division. Experience in UK corporate relationship management gained in an international banking environment will be a prerequisite. The Bank is also looking for some exposure to new business development. Additionally important, since transactions are often highly structured, will be a strong base in credit and risk analysis — a US bank credit training is favoured here.

This is a non-hierarchically orientated environment which rewards on performance and welcomes innovative input. Part of a major banking group, it offers immense scope for career progression both in the UK and overseas.

Contact Loretta Quigley.

Interested candidates should telephone 01-489 9494 (Fax 01-236 6118) or write sending a detailed CV to 12 Grosvenor Court, Bow Lane, London EC4M 9EH.

CONSULTANTS IN HUMAN RESOURCING

**LOMBARD**

LOMBARD CONSULTANTS LIMITED



## Fund Management in Manchester

The CIS is one of the UK's largest insurance organisations and as an institutional investor is constantly involved in a wide range of investment transactions. We are now looking for people to join the large professional team at our Chief Office in Manchester.

### Fund Manager (European Equities)

As a fund manager you will be involved in day-to-day management of European equity portfolios. The successful applicant for this position will be a graduate with some experience of fund management.

### Investment Analyst (Far East Equities)

This interesting role involves analysing the smaller Asian and Australasian stock markets and advising the fund manager. Successful applicants will be graduates, aged early-mid 20's, with 2 years' working experience in a financial environment.

Salaries are negotiable according to experience and career prospects with this rapidly expanding organisation are excellent. There is a contributory pension scheme and free luncheon will be provided. A car can be provided as part of the total remuneration package and relocation expenses will be paid where applicable.

Please write stating age, qualifications and full details of experience to Senior Recruitment Assistant, Personnel & Management Services Department, Co-operative Insurance Society Limited, Miller Street, Manchester M60 0AL. We would like to receive applications by 9th February 1990. The Society is an Equal Opportunities Employer.

## Senior Fixed Interest Manager

International Banking

Our client, a highly respected European bank with a global presence, is seeking an experienced fund manager to head up its Private Banking fixed interest operation in London.

Aged 35 - 45, you will currently be managing international fixed interest investments and should be well experienced in both Eurobond and currency markets. In addition to managing discretionary and non-discretionary funds you will be expected to contribute to international

investment strategy and to make formal presentations. Strong communication skills are essential.

This is an excellent opportunity to join a high quality organisation. The attractive salary and benefits package will fully reflect the importance attached to this key position.

To apply, please contact Tim Nicholls at Austin Knight Selection on 01 439 5783 (01 494 1093 evenings/weekends). Or write to him, enclosing a detailed CV at Knightway House, 20 Soho Square, London W1A 1DS.

Please quote ref 124/TN/90.

**Austin  
Knight**

## INTERNATIONAL INSTITUTIONAL SALES

Major bracket West Coast firm looking for salesman to cover Italy and contingent regions. Preferably, the candidate will be Italian speaking registered rep w/min 2 years experience covering accounts. Must relocate to San Francisco, California. Compensation to be based on gross production with very attractive payout. Please address C.V. and cover letter to:

O Tschudi, General Partner  
MONTGOMERY SECURITIES  
600 Montgomery Street, San Francisco,  
California 94111 USA  
Fax (415) 627-2946  
Toll free line London 628-3684

### TREASURY SPECIALISTS

We are a fast growing Danish-based international group with an annual turnover approaching £300 million. We are seeking two treasury specialists to join our newly established London unit.

Coming from a banking or corporate treasury environment, candidates will be experienced in managing currency and interest rate risks and ideally will have a dealing, accountancy or analytical background. They will be self-motivated and capable of generating profits as key members of a small team.

A competitive salary and bonus structure is offered.

In the first instance please forward your CV to: Stephen Chance, Chance & Company, 68 Chandos Place, London WC2N 4HG

## Williams & Broe

OIL ANALYST

Sector specialist with 1 - 3 years experience required to reinforce our presence in this area.

Please apply with C.V. to P. Cartwright at:

WILLIAMS & BROE LIMITED  
P.O. Box 515, 6 Broadgate, London EC2M 2RP  
Telephone: 01-588 7511

### RISK ARBITRAGEUR For U.K. Office

Candidate should have Graduate Degree, M & A experience, Research Capability, Good Personality.

Send Resume by Fax to: 212 272 7422  
or Write box A1438 Financial Times, One Southwark Bridge  
London SE1 9HL



## ECP SALES

Daiwa Europe Limited, already a major player in the Money Markets requires a salesperson to join its well-established team. Daiwa is committed to improving its market share in Money Market instruments over the short and longer term.

Candidates are expected to have at least 2 years' experience in ECP sales with a demonstrated record of achievement in establishing and developing new and existing business. Fluency in one or more European languages would be an advantage.

A highly competitive remuneration package, including a full range of City fringe benefits applies to the position.

Applications by letter indicating how you meet the above requirements should be accompanied by a full C.V. and be addressed to Gordon Stevenson, Personnel Director.

**DAIWA**

Daiwa Europe Limited, 5 King William Street, London EC4N 7AX

DERIVATIVE PRODUCTS  
MANAGER - TRADER SUPPORT

ACA/MBA

Aged 25-35

c£50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

**ROBERT • WALTERS • ASSOCIATES**
**RECRUITMENT CONSULTANTS**

Queens House, 1 Leicester Place, London WC2H 7BP  
Telephone: 01-437 0464

**CAZENOVE & CO.**

## Mergers and Acquisitions

Cazenove & Co. is expanding its specialist mergers and acquisitions activities which are operated within the corporate finance department. We are seeking an experienced professional to become a key member of the team.

## THE POSITION

◆ The M&A group concentrates on identifying and executing merger and acquisition business on behalf of the firm's clients.

## QUALIFICATIONS

◆ At least three years experience, with an emphasis on mergers and acquisitions, gained within the corporate finance department of a major merchant or investment bank. The successful candidate is likely to be an accountant or MBA, aged mid to late 20s.

## REWARDS

◆ Cazenove & Co. wishes to attract candidates of the highest calibre and will offer appropriate remuneration and excellent long term career opportunities.

Please reply in writing, enclosing full cv, Reference J0314  
54 Jermy Street, London, SW1Y 6LX

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Ideally aged at least 30, you will be a numerate graduate with strong PC modelling skills. You will have a minimum of 3 years' project finance experience and perhaps 10 years' total experience gained in a quality banking environment. Working within a small team, your primary responsibilities will be the identification, appraisal, structuring and negotiation of transactions, particularly those in the infrastructure or electric power generation sectors. You will manage deals from inception to completion and will monitor these transactions over the life of the project. You will be working closely with other areas of the bank and will be liaising with clients at a senior level. Successful candidates can expect a varied and long-term career within one of the world's most respected banking organisations. Normal banking benefits will apply.

Interested applicants should contact Mark Hartshorne or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.

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**Forestry Commission**

## DIRECTOR GENERAL

The Forestry Commission is charged with the general duties of promoting the development of forestry, the establishment and maintenance of adequate reserves of timber, the production and supply of timber, the development of the potential of the forests and the reports directly to Forestry Ministers from it is responsible for advising the Government and for the implementation of that policy.

Having regard to the nature of the Commission's duties, the Director General must be a professional forester and have professional qualifications in forestry as well as a sound understanding of the scientific, technological background to forestry and must be keenly aware of related social and environmental issues. The Director General of the Forestry Commission's headquarters in Edinburgh, demands a minimum of 10 years experience at a senior level in a public or private organisation of some standing, with the capability of contributing to the strategic level to major policy issues. The Director General must have a high order, excellent management and leadership skills and a high order, excellent international skills will be necessary as the drive, determination and ability to lead and direct change.

The Director General's term of office is for a period of five years, with the possibility of extension. The Director General must be a permanent resident of the United Kingdom and must be able to perform his duties effectively.

For further details, please write to: (to be returned by 23 February 1990) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answered by service operates outside office hours). Please quote ref: G/8291.

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Please contact Norma Given, Director, on 01-623 1266  
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Listing any companies to whom you do not wish your papers forwarded.

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The commencing salary will be negotiable from £30k depending upon experience, and the benefits package includes a company car at executive level and family medical insurance cover. CV's and handwritten letters of application, which will be treated in strict confidence, should be addressed to: Group Personnel Manager, Brown & Tawse Group PLC, P.O. Box 169 Imperial Street, Bromley-by-Bow, London E3 3JQ.

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